

INTEGRATED REPORT 2026

RIKEN VITAMIN CO.,LTD.

Contents and Editorial Policy

Introduction

1 Contents and Editorial Policy
2 Philosophy Framework
3 Social Impact by Business Activities

Present and Future of Riken Vitamin

5 Message from the President
9 A History of Value Creation
11 Key Figures
12 The Future We Aim to Create
13 Material Issues
14 Value Creation Process
15 Strength and Enhancement of Our Value Chain

Value-Creating Strategy

16 Financial and Capital Strategy
20 Progress of Medium-Term Management Plan 2027
22 Medium-Term Management Plan 2027 Status of Domestic Infrastructure Investment
23 Segment Overview
24 Business Strategy
- Domestic Food Business (Household Food)
- Domestic Food Business (Commercial Food)
- Domestic Food Business (Processed Food Ingredients)
- Domestic Chemical Business
- Overseas Business

29 Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
30 Sustainability Initiatives to Increase Corporate Value
31 Technology-Based Value Creation
- Research and Development 1
- Research and Development 2
- Intellectual Property
- Quality Assurance

35 Contributing to the Global Environment
- Climate change
- Natural Capital
- Circular Economy

37 Feature: Field-Led Digital Transformation
38 Well-Being for People and Society
- Human Capital Strategy
- Human Rights
- Supply Chain
- Occupational Safety and Health

Governance

42 Management Team
44 Skills Matrix
45 Dialogue Between Outside Directors
48 Corporate Governance
50 Risk Management
51 Compliance

Data

52 10-Year Financial and Non-Financial Summary
53 Share Information
54 Corporate Data



Integrated Report 2026 production staff

Editorial Policy

This integrated report is prepared as a tool for communicating with our shareholders, investors, and other stakeholders. Its purpose is to explain our approaches and strategies for medium- to long-term value creation in a simple and easy-to-understand manner based on the overall picture of the Riken Vitamin Group's history and business.
The Integrated Report 2026 focuses on our strengths based on research and development and our growth strategy for overseas business toward the realization of our medium- to long-term vision.
We edited this report with reference to the "International Integrated Reporting Framework" and the Ministry of Economy, Trade and Industry's "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation." This report also reflects stakeholders' comments after the release of the Integrated Report 2025, including dialogues with investors and feedback from university students. We would appreciate hearing your honest comments and requests on this report.

IR & PR Department and Sustainability Promotion Department,
Riken Vitamin Co., Ltd.

Scope of This Report

Riken Vitamin Co., Ltd. and Group companies

Reporting Period

This report primarily covers FY2025 (April 1, 2025 to March 31, 2026), and includes information up to the date of publication to the extent possible.

Cautionary Statement Regarding Forward-looking Statements

Financial forecasts and other forward-looking statements contained in this report are based on information available at the time of publication and on judgments made by the Company. These statements involve risks, uncertainties and other factors that could cause actual results to differ materially from those described in this report. Forward-looking statements are not guarantees of future performance.

● Positioning of This Integrated Report

	Financial information	Non-financial information
Dialogue	●Results briefings ●Meetings with investors and analysts ●General meeting of shareholders	
Reports	●Annual securities report ●Shareholder reports Integrated report	●Corporate governance report
Website	●IR information	●Sustainability information

Introduction
▶ Contents and Editorial Policy
Philosophy Framework
Social Impact by Business Activities
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Data

Philosophy Framework

Corporate Philosophy

Contribute to people's health and nutrition with technologies and products that make effective use of natural materials, thereby contributing to society

Management Philosophy

1. Provide health and a rich dietary life to society through foods
2. Fulfill corporate social responsibility by engaging in business activities while adhering to compliance
3. Evolve as a company full of flexibility and creativity
4. Direct the focus and scope of business activities overseas to ensure Riken Vitamin's global presence
5. Create a respectful, appealing workplace for employees

Medium- to Long-Term Vision

Achieving growth by supporting a sustainable society with specialty products and services

Introduction

Contents and Editorial Policy

Philosophy Framework

Social Impact by Business Activities

Present and Future of Riken Vitamin

Value-Creating Strategy

Governance

Data

Social Impact by Business Activities

Providing Value as a Leading Company for Wakame

In 2026, the dried cut wakame Fueru Wakame-chan marked the 50th anniversary of its release.

Wakame is now an essential part of the Japanese diet. However, more than 50 years ago, it was not as easily available in the market as it is now. At that time, boiled and salt-preserved wakame, which is made by boiling raw wakame and preserving it with salt, was mainly sold, but had issues with shelf life and transport efficiency.
To solve these problems, the Riken Vitamin Group tried to develop wakame drying technology.

In 1974, the Group applied a rotary dryer used to dry tea leaves to wakame and established a technology that dries wakame in a stable and efficient manner while preventing the pieces from sticking together. We released Hana Zaiku for commercial use in 1975 and Fueru Wakame-chan for household use in 1976, the next year.

This technology allowed us to dramatically increase the shelf life and transport efficiency of wakame, which then became a convenient and familiar food item. We dared to make the patent* on the production method for curly dried wakame publicly available so that it could be used throughout the industry, which contributed to the development of the wakame market.

* Registered No. 1414532 “Production method for curly dried wakame”

After the release of Fueru Wakame-chan, we have continued to expand the good flavor and potential of seaweed while producing various seaweed products, such as Riken’s Wakame Soup, seaweed salads, and Furikakeru Zakuzaku Wakame. In addition, we are promoting activities that pass on the value of wakame to the next generation through food education on wakame.

Our challenge that started from Fueru Wakame-chan has expanded into the creation of the value of seaweed as a whole.

In the next 50 years too, the Group will spread the value of seaweed to society and contribute to people’s health and rich dietary life while opening up new possibilities of seaweed.



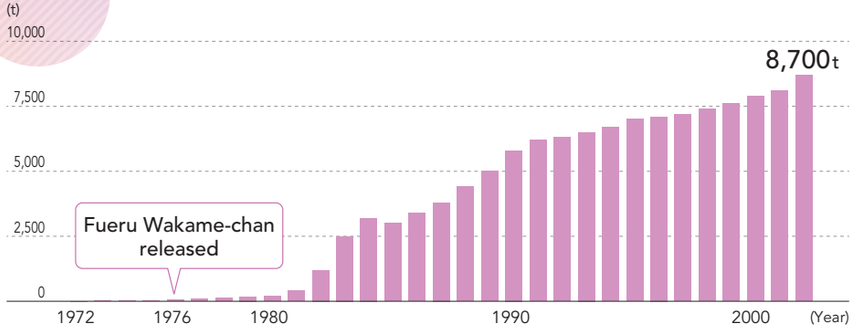








● Changes in the Supply of Dried Cut Wakame (1972–2002) (estimated by us)



Introduction
Contents and Editorial Policy
Philosophy Framework
Social Impact by Business Activities
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Data

Four Pillars of Seaweed Research That Protect the Future

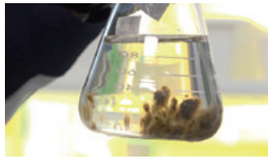
The wakame market has significantly developed over 50 years since the release of Fueru Wakame-chan; however, in the seaweed cultivation industry including wakame cultivation, the volume of production has continued to be on a declining trend due to environmental changes resulting from global warming, as well as aging of producers and lack of successors.

To address these problems, the Group is promoting open innovation with the industry, government, and academia, taking advantage of its knowledge and networks obtained by being engaged in seaweed cultivation over long years. We will aim to realize a sustainable seaweed cultivation industry through wide-ranging research and development from seaweed production to its uses.

Wakame breeding and seedling production

The Yuriage Factory of Riken Food is working to select superior lineages of wakame and produce wakame seedlings. It contributes to stable production of wakame by supplying seedlings suitable for region-specific environments and problems of fishers.

In addition, the factory has promoted research for conserving lineages by region in cooperation with local governments and universities in order to pursue sustainable use of seaweed resources.





Examples of cooperative partners

- RIKEN
- Iwate Fisheries Technology Center
- Kitasato University (The Kitasato Institute) and others

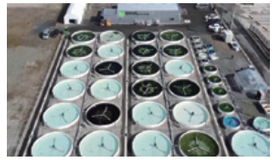
Land-based aquaculture

Examples of cooperative partners

- Kochi University and others

The Rikuzentakata Base of Riken Food is working to optimize the production conditions for land-based aquaculture of Suji-Aonori in order to improve productivity. The production volume of natural Suji-Aonori tends to fluctuate in response to environmental changes. The Rikuzentakata Base contributes to year-round stable production through the development of land-based aquaculture technology.

Suji-Aonori produced by land-based aquaculture is supplied externally as an ingredient for sale and also used as an ingredient in our products.





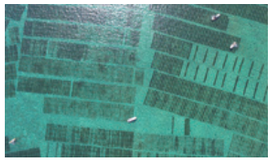
Riken Vitamin Group

Four pillars of seaweed research

Mozuku seedling production

The production volume of mozuku fluctuates widely, and its raw material price has remained unstable. To address these problems, the Group is working with fishery cooperatives and universities to research the germination conditions of mozuku, taking advantage of knowledge cultivated through research on wakame seedlings. Quantification of the germination mechanism, which was largely dependent on the rules of thumb of fishers, will contribute to the realization of stable and efficient cultivation production of mozuku.





Examples of cooperative partners

- Nagasaki University
- University of the Ryukyus
- Katsuren Fisheries Cooperative, and others

Blue carbon

Examples of cooperative partners

- RIKEN
- Fukushima Institute for Research, Education and Innovation (F-REI)
- Nagasaki University and others

The Group is promoting research toward social implementation of blue carbon in cooperation with universities and research institutes, including technological development to quantitatively assess the amount of CO_2 fixed by seaweed, and field testing for large-scale seaweed cultivation.

Since FY2024, Riken Food has hosted a blue carbon symposium to strengthen collaboration among industry, government, and academia through dialogue with researchers and representatives from government and industry.



Introduction
Contents and Editorial Policy
Philosophy Framework
Social Impact by Business Activities
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Data

Message from the President

Toward Continued Growth That Generates Profits with “Self-Process Completion” and “Constructive Boundary-Crossing”



Tsutomu Mochizuki
President and Representative Director

Introduction

Present and Future of Riken Vitamin

- Message from the President
- A History of Value Creation
- Key Figures
- The Future We Aim to Create
- Material Issues
- Value Creation Process
- Strength and Enhancement of Our Value Chain

Value-Creating Strategy

Governance

Data

Looking Back on My First Year as President

I am Tsutomu Mochizuki. I have served as President and Representative Director since June 2025.

As one year has passed since my appointment as president, I now realize that in an age of rapid change, the power and speed of an organization that implements strategy determines corporate value more than the strategy itself. With changes in market conditions and competitive environments becoming increasingly faster, companies are expected to have an attitude to make changes by themselves, not to wait for changes.

The environment surrounding us has continued to be tough in both Japan and overseas, including the prolonged Russia-Ukraine conflict that has continued since before my appointment, the sluggishness of the Chinese economy, and the uncertain situation in the Middle East. In this environment, I have given top priority to hearing on-site opinions and bringing out the independence of individual employees since taking office.

What I aim to achieve is a transition to an organization that is capable of thinking, making judgements, and acting on-site by itself. In an age of rapid change, it is expected for individual employees to fulfill their roles responsibly, not wait for instructions, cooperate cross-sectionally where necessary, and work to solve issues quickly as a company as a whole.

I express this approach with the words "self-process completion" and "constructive boundary-crossing."

Self-process completion means that employees take responsibility for their work and carry it through to the end. Constructive boundary-crossing refers to an attitude of employees to consider total optimization, not partial optimization, and pursue favorable results in active cooperation with other departments, without being limited to the framework of their own department.

As a result of continuing to convey this approach repeatedly since my appointment, there have been growing moves to solve issues cross-sectionally in the company, and the organizational culture is beginning to change little by little. I think that this change of our attitudes will serve as a driving force that supports the continued growth of Riken Vitamin.

Strengthening the Revenue Base of the Domestic Business and Improving Organizational Strength

Net sales for FY2025 were ¥96.3 billion, an increase for the fifth consecutive year, hitting a record high. Operating profit decreased, but when excluding the special factor of a change in the estimate of asbestos decontamination costs, the operating profit of the domestic business, in effect, increased. A structure that generates profits has been steadily strengthened.

What I focus on regarding the domestic business is improvement of profit quality, not simply sales growth. To realize continued growth in the future with population decline and labor shortages becoming more serious, it is necessary to concentrate limited business resources on high-value-added areas and shift to a business structure that allows us to generate profits continuously. Rationalizing product lines, improving productivity, and reconsidering research and development themes are also part of profit structure reforms toward its realization.

One example is the rationalization and integration of product lines that the sales, quality and production departments cooperated to promote. Issues that previously tended to be left to the judgement of an individual department are now discussed from the perspective of company-wide optimization to improve production efficiency and reduce costs.



We see changes in research and development as well. For example, research presentation programs that were previously conducted on a department-by-department basis have been revised into company-wide poster session presentations. I expect that discussion by researchers who have different technology and knowledge will lead to the creation of new values and business opportunities.

As for products, we have developed products that focus on changes in market conditions and consumer needs, including "Fuwajiso Aojiso and Cheese Dressing" as well as the "Patto Jutto" series. One of its results is that the Patto Jutto series received an Excellence Hit Award of Hit Food Awards, sponsored by The Japan Food Journal Co., Ltd.

To date, Riken Vitamin has not only chased major markets but also grown in areas where it can provide

Introduction
Present and Future of Riken Vitamin
Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain
Value-Creating Strategy
Governance
Data



its unique value. We will continue to tackle such challenges and pursue new growth opportunities. Then, we will allocate profits generated by the domestic business into growth investments, thereby promoting the creation of foundations for great achievements in the future.

Structural Reform of the Overseas Business, and the Path to Growth

Our overseas business is a growth driver for achieving Medium-Term Management Plan 2027 and our medium- to long-term vision.

In FY2025, however, we were unable to achieve initially expected results due to multiple factors, including delays in developing the production system at our Malaysia factory, the stagnation of the Chinese economy, and intensifying price competition in the Southeast Asian market. I regard this fact seriously as a top manager.

At the same time, specialty products, which are high-value-added products, have been steadily growing in quantity and profit even in a tough market environment. I believe that this result itself indicates the direction we should follow.

What we aim for in the overseas business is not simply sales growth but continued growth with profits. For that, we are promoting the transition from a business structure centering on commodities into an earnings structure where high-value-added specialty products are the pillar of growth.

Going forward, we will further accelerate the expansion of specialty products that take advantage of our unique technology and know-how. For commodity products, we will work to increase production efficiency and improve profitability.

Customers, markets, and competitive environments vary greatly between commodity products and specialty products. While implementing strategy appropriate to their respective characteristics, Riken Vitamin will develop specialty products as the pillar of growth. This is an effort to reform the earnings structure itself of the overseas business, not to simply revise product lineups.

Turning the overseas business profitable is never an easy goal, but the direction is clear. We will steadily implement structural reforms and growth investments towards the realization of the goals of turning the overseas business profitable for FY2027 and achieving a foreign sales ratio of 35% for FY2034.

Supporting the Next Growth with Investments in Human Resources and Facilities

I think that the greatest asset that supports corporate growth is human resources.

As such, within the company, I send the message that the strength of Riken Vitamin should be recognized anew.

Cross-sectional cooperation is indispensable to achieve net sales at the ¥100 billion level and then further growth. For this, it is important for employees to know more about their company first.

Building on that understanding, I want to further foster a willingness to take on challenges and the wildness of spirit to proactively pursue business opportunities.

I think that the competitiveness of an organization depends on not only individuals' abilities but also the speed of making decisions and implementing them as an organization. Therefore, I expect managers to not only manage operations but also develop human resources who share approaches and think and act by themselves.

Although we are promoting the use of AI and digital technology, the main entity that eventually creates value is people. For this reason, human resource development is placed at the core of the growth strategy.

As for facilities, we are updating aging facilities and investments that lead to manpower-saving and productivity improvement under Medium-Term Management Plan 2027.

We will strengthen the growth foundations of Riken Vitamin from both aspects of human resources and facilities.

Aiming to Be a Company That Helps Solve Customer Problems

This fiscal year marks the 50th anniversary of Fueru Wakame-chan and the 45th anniversary of Riken's Wakame Soup.

Taking this opportunity, I am taking a fresh look at our starting point.

Riken Vitamin has developed its business from the production of natural vitamin A, our original business, to the food field and the improving agents field, accumulating a wide variety of technology and knowledge.

Introduction
Present and Future of Riken Vitamin
Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain
Value-Creating Strategy
Governance
Data



For seaweed, a product group in the food field, we are working on land-based aquaculture of Suji-Aonori, etc., research on seedlings, and blue carbon research. In the improving agents field, we are working to solve social issues through quality preservation, food loss reduction, etc. These activities contribute to sustainability and at the same time lead to the enhancement of business foundations for the future. The accumulation of these efforts will be a big competitive advantage in a market where solution-based proposals are desired.

We will continue to be a company that is reliable so that customers think about consulting Riken Vitamin first when they have issues. This idea is one of the values we cherish. We are not a company that simply provides products and materials. We want to be a partner who works alongside our customers to discover problems and possibilities customers are not yet aware of and create new value.

We want to continue to be a company that is needed by society, by leveraging the technology and knowledge we have cultivated over many years and continuing to create value with our customers. With this desire in our heart, we will continue to take on challenges.

Showing the Ability to Realize Growth toward Improvement of Corporate Value

As one year has passed since I took office as president, the organization and business foundations have been steadily strengthened. However, I recognize that our growth potential is not fully understood in terms of evaluation from the market. There is particularly great interest in the growth and profitability improvement of the overseas business. I take such expectations and problems seriously.

The essence of corporate value improvement lies in establishing a business structure that generates profits continuously, not in enhancing reputation with short-term measures.

We are now in a period of transition where we should allocate profits generated in the domestic business to growth investments and turn the overseas business profitable. In Japan, we will pursue the enhancement of our revenue base, while overseas, we will promote the transition to the specialty business. With these two directions, we will realize continued growth.

We will increase organizational strength through “self-process completion” and “constructive boundary-crossing” and make changes by ourselves, not waiting for changes. I am engaged in management with a strong will to lead the Riken Vitamin Group to the next growth stage.

It is important to think, make judgements, and act with a sense of speed because we are in an age of rapid change. While turning organizational strength and speed into competitiveness, we will proceed with earnings structure reforms steadily and consolidate the path to our continued growth. We will then turn growth into profits in a reliable manner, with the result of improved corporate value.

Please look forward to the further growth and evolution of the Riken Vitamin Group.

Introduction
Present and Future of Riken Vitamin
▶ Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain
Value-Creating Strategy
Governance
Data

A History of Value Creation

The Riken Vitamin Group has its roots in RIKEN (the Institute of Physical and Chemical Research), which was founded in 1917. Our first business was the extraction of natural vitamin A from the internal organs of fish, and this is also the origin of the company name. Subsequently, the advent of synthetic vitamin A led us to diversify. We expanded our business portfolio by deploying core technologies to create products and by developing applications aligned with contemporary needs. Today, we contribute to people's lives through a broad range of businesses.





1949



Started business with technology to extract naturally derived vitamin A

In our original natural vitamin A business, we polished our technology to extract, refine, and concentrate vitamins from the internal organs of fish, and molecular distillation technology allowed us to establish commercialization and mass production technology.



1959



Expanded into the food business and the improving agents business

Drawing on the extraction and refinement technology cultivated in the vitamin A business, we started the production of soup for instant noodles using meat extract, and laid the foundation for entry into the food industry. Applying our molecular distillation technology, we also succeeded in commercializing distilled monoglycerides for the first time in Japan. With this technology, we received the Okochi Memorial Production Prize in 1966.



Introduction

Present and Future of Riken Vitamin

Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain

Value-Creating Strategy

Governance

Data



2000-



Expanded the sales of healthcare products

We started the production of vitamin A beads in 1961 and commercialized microcapsules for health foods in 1970. In the 2000s, more health products were commercialized against the backdrop of growing health consciousness. This has led to the present foods with functional claims and the current products released in the healthcare field.

1991



Started overseas operations

For global expansion of the distilled monoglycerides business, we built a production factory in Malaysia, a major producer of palm oil. We established a full-scale production structure from acceptance of raw materials to manufacturing and have supplied products to countries around the world. Currently, we operate eight sales bases and three production bases overseas.



2025-

Promoted enhancement of the domestic structure and establishment of a new overseas structure to achieve our medium- to long-term vision

We started Medium-Term Management Plan 2027 in FY2025 with a view to realizing our medium- to long-term vision of achieving growth by supporting a sustainable society with specialty products and services. We will pursue medium- to long-term improvement of corporate value through aggressive capital investment and revamping business frameworks.

Introduction

Present and Future of Riken Vitamin

Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain

Value-Creating Strategy

Governance

Data

Key Figures



Operating profit
¥6.9 billion



Net sales
¥96.3 billion

Profit attributable to owners of parent
¥7.0 billion

ROE
8.7%



Overseas sales ratio
23%

EBITDA
¥11.5 billion



Dividend payout ratio
46%



Number of countries where our improving agents are sold
59 countries



Food emulsifiers
No.1 share

Gardenia yellow pigment
No.1 share



Vitamin E
Share of 40% or higher



Non-oil dressings
Instant wakame soup
Scallop extract
Japanese dried wakame for household use
No.1 share

Note: The figures are results for FY2025.

Introduction

Present and Future of Riken Vitamin

Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain

Value-Creating Strategy

Governance

Data

The Future We Aim to Create

To achieve our medium- to long-term vision extending to FY2034, we have set quantitative targets where our overseas business serves as a growth driver.

Under Medium-Term Management Plan 2027, we are working on two major themes: strengthening systems to generate sustainable profit in Japan and building a new framework for growth overseas.

Issues

- Unavoidable reorganization of production systems
- Need to step up efforts to expand the Overseas business

Medium-Term Management Plan (FY2022–FY2024)

Successfully adapted to environmental changes

FY2024
overseas sales ratio
25%
Overseas sales
¥24.1 billion

Net sales	¥95.5 billion
Operating profit	¥8.7 billion
ROE	12.1%

Cumulative Total under Medium-Term Management Plan (FY2022–FY2024)

Capital investment ¥10.4 billion

Medium-Term Management Plan 2027

P.20

Major Themes

- Aggressive capital investment
- Revamp of business framework

FY2027
overseas sales ratio
27%
Overseas sales
¥30.0 billion

Net sales	¥110.0 billion
Operating profit	¥10.0 billion
ROE	10% or higher

Cumulative Total under Medium-Term Management Plan (FY2025–FY2027)

Capital investment Over ¥25.0 billion

FY2034

Goal

Achieve our Medium- to Long-Term Vision

FY2034
overseas sales ratio
35%
Overseas sales
¥48.0 billion

Net sales	¥135.0 billion
Operating profit	¥13.5 billion
ROE	10–12%

Medium- to Long-Term Vision

Achieving growth by supporting a sustainable society with specialty products and services





Introduction

Present and Future of Riken Vitamin

Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain

Value-Creating Strategy

Governance

Data

Material Issues

We reviewed our material issues in 2024. We identified eight material issues that we consider priority management issues, and the Management Meeting and the Board of Directors have approved them. In FY2025, we considered how initiatives addressing each material issue contribute to social value creation and corporate value enhancement.

Going forward, we will further examine the links between our material issues and value creation and reflect our findings in setting KPIs and targets.

Process for Identifying Material Issues

Step 1

Identify and summarize social issues we need to address

- Drew on the SDGs and other inspirations to identify social issues and trends
- Clarified the relationship between business and social issues and trends

Step 2

Submit outcomes to senior management for discussion and create draft

- Drew on interviews and discussions with senior management to identify business opportunities and risks for each social issue and trend
- Created draft

Step 3

Evaluation by external experts

- Obtained third-party opinions on the draft by interviewing two external experts*

* Hidemi Tomita
Managing Director (at the time),
LRQA Sustainability Co., Ltd.
Mika Takaoka
Professor, College of Business, Rikkyo University

Step 4

Approval by the Board of Directors

- Finalized the draft
- Presented the draft to the Board of Directors



Introduction

Present and Future of Riken Vitamin

Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain

Value-Creating Strategy

Governance

Data

Value Creation Process

For the Riken Vitamin Group, the source of value creation is its research capabilities cultivated by pursuing the possibilities of natural materials.

Research and development, procurement, production, and sales departments work together to produce unique technologies and products and contribute to solving problems of customers and the society. In this way, we will aim to realize a sustainable society and increase corporate value over the medium to long term.

Medium- to Long-Term Vision: **Achieving growth by supporting a sustainable society with specialty products and services**

External Environment

Global: Demographic changes / Climate change / Geopolitical risks

Japan: Labor and workforce shortages / More diverse dietary preferences / Growing awareness of safety, reliability, and health

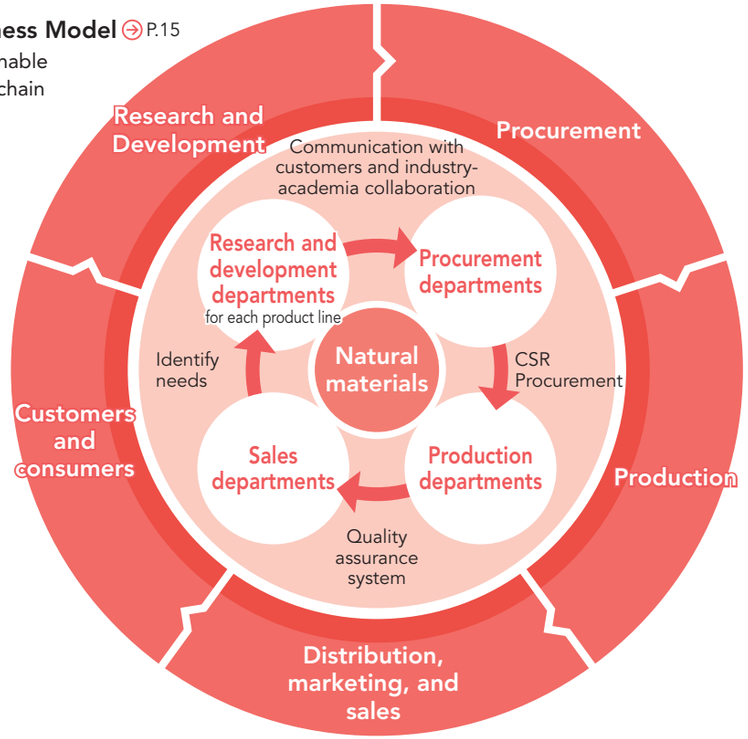
Inputs

- Financial Capital
- Intellectual Capital P.33
- Human Capital P.38
- Social and Relationship Capital P.40
- Manufactured Capital
- Natural Capital P.36

Material Issues P.13

Business Model P.15

Sustainable value chain



Core Technologies acquired in natural vitamin A production

- Extraction, refining, and concentration technologies
- Molecular distillation technology
- Processing technologies
- Formulation technologies

Outputs

Providing Specialty Products and Services

Food

Specialty: Making the most of materials

- Seaweed
- Extracts and seasonings
- Salad dressings

Improving Agents

Specialty: Resolving issues

- Food-improving agents
- Chemical-improving agents

Healthcare

Specialty: Enhancing quality of life (QOL)

- Vitamins
- Functional food product ingredients
- Microcapsules

Outcomes

Customers
- Making consumers healthy and happy at the dining table

Shareholders and Investors
- Sustainable growth and shareholder returns
- Timely and appropriate information disclosure

Business Partners
- Sustainable profits for both parties
- Strong partnerships that help resolve social issues

Employees
- Providing a healthy, energetic work environment

Communities, Government Organizations, and Research Institutes
- Contributing to the revitalization of regions and communities

Environment
- Contributing to the creation of a decarbonized, recycling-oriented society

DNA
- Free and open-minded corporate culture
- Consumer-centric research and development activities

Philosophy Contribute to people's health and nutrition with technologies and products that make effective use of natural materials, thereby contributing to society P.2

Introduction

Present and Future of Riken Vitamin

Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain

Value-Creating Strategy

Governance

Data

Strength and Enhancement of Our Value Chain

The Riken Vitamin Group conducts business activities taking advantage of its technology and knowledge cultivated over many years.
The Group tries to further enhance its strength at each stage of the value chain in order to create new value and continuously improve corporate value.

	Research and Development	Procurement	Production	Distribution, marketing, and sales	Customers and consumers
Strengths	**R&D capabilities** ● Unique R&D framework ● High ratio of R&D expenses to net sales	**Procurement network for natural materials** ● Improving agent production base in Malaysia with sourcing advantages ● Strong ties with fisheries cooperatives and fishermen	**Technologies that make effective use of natural materials** ● Businesses based on core technologies for the effective use of natural materials ● Statistical analytics by the Food Analysis & Research Group	**Solution capabilities** ● Accurate identification of customer issues based on relationships of trust ● Effective solutions based on extensive R&D	**Broad customer base Household food brands** ● Diverse value propositions by leveraging knowledge gained from our customer base and a wide range of business operations
Food: B2C Food: B2B Improving agents Healthcare	Riken Vitamin-related companies	Natural materials Wakame, bonito, and scallops Fisheries cooperatives and producers	Procurement → Production → Quality control → Products derived from natural materials	Marketing Advertising Application development Technical support	Supermarkets, drugstores Institutional foodservice, school foodservice, restaurants, processed food manufacturers, and convenience stores Processed food manufacturers, chemical manufacturers Processed food manufacturers, pharmaceutical manufacturers, health food manufacturers
Initiatives to Enhance Our Value Chain	**Unique R&D organization** ● Share knowledge within the Group through research presentations ● Technological cooperation inside and outside Japan **High ratio of R&D expenses to net sales** ● Ratio of R&D expenses to net sales: 4.1% Tokyo Stock Exchange, Prime Market (Food Sector) Average for 66 companies excluding Riken Vitamin: Approximately 1.0% Note: Data for FY2025	**Initiatives for stable procurement** ● Cooperation with a fishing company and fisheries cooperative ● Stable procurement of seaweed by supplying seedlings **Enhance internal organization** ● Development procurement through cross-functional collaboration	**Raise production capacity at overseas factories** ● United States: Expansion of pork extract manufacturing facilities (started operation in August 2026) ● Malaysia: Construction of a new formulating factory (Starts construction in 2027) **Reorganize factories in Japan** ● Tokyo Factory: Construction of vitamin-mix facility (Started operation in December 2025) ● Tokyo Factory: Construction of food microcapsule facility (Scheduled to start operation in the winter of 2026)	**Provide a wide array of solutions** ● Enhance ability to make proposals and expand the range of proposals · Develop sales personnel with broad product knowledge through interdepartmental personnel transfers · Two approaches for proposals: Reduction of loss during production and reduction of final product disposal **Enhance ability to make proposals outside Japan** ● Relocate and expand Riken Vitamin USA Application Center (October to December 2026) ● Create synergies by combining know-how in Japan and on-site knowledge	
Capital Relevant to Our Strengths	Financial Capital, Intellectual Capital, Human Capital, Social and Relationship Capital	Financial Capital, Intellectual Capital, Social and Relationship Capital, Natural Capital	Financial Capital, Intellectual Capital, Social and Relationship Capital, Manufactured Capital, Natural Capital	Financial Capital, Intellectual Capital, Human Capital, Social and Relationship Capital	Intellectual Capital, Social and Relationship Capital, Manufactured Capital
Material Issues Relevant to Our Strengths	Build a resilient supply chain; Promote diversity and inclusion; Provide a safe and healthy working environment				
	Create value through research and development; Provide safe and reliable products; Contribute to health and a rich dietary life	Contribute to the transition to a circular economy; Address climate change		Provide safe and reliable products; Contribute to health and a rich dietary life	

Introduction

Present and Future of Riken Vitamin

Message from the President
A History of Value Creation
Key Figures
The Future We Aim to Create
Material Issues
Value Creation Process
Strength and Enhancement of Our Value Chain

Value-Creating Strategy

Governance

Data

Financial and Capital Strategy



We will carry out a financial strategy based on continuous value creation to make reforms for our next growth and become a 100-year company

Takahiro Tomitori
Managing Director

Reviewing FY2025

We take our FY2025 business performance very seriously. Net sales were ¥96.3 billion, an increase for the fifth consecutive year, registering a record high. However, operating profit was ¥6.9 billion, down 20.9% from a year earlier. In particular, the performance of the overseas business we regard as a growth driver was sluggish. I must say that we should take this seriously as the first year results of Medium-Term Management Plan 2027.

During the formulation stage of Medium-Term Management Plan 2027, we planned to actively do business toward realizing the plan and sow the seeds required for the future. This included investing in human resources and equipment for the Malaysian factory to build a new framework for further growth overseas, and consideration for relocating the sales and development bases in North America. However, in addition to increases in costs such as building costs, events having a significant impact on our business results occurred in the overseas business market, including a slowdown in the Chinese economy and intensifying price competition in Southeast Asia and Europe, resulting in operating profit declining due to multiple factors. Particularly in the Southeast Asian market, we had expected price competition originating in China; however, it seemed to spread more speedily than we had imagined. Specialty products, which leverage our unique technologies and know-how to solve customer challenges, maintained both sales volume and profitability despite the challenging market environment. For commodity products (general-purpose products), however, we failed to fully keep up with changes in price competition. We analyze this as a factor in the poor results.

Based on the CAPM, investor hearings, etc., we recognize the cost of shareholders' equity to be about 8 to 9%. In this situation, the ROE for FY2025 was 8.7% and remained at the same level as the cost of capital. However, in evaluating our earning power, we should not view this figure simply but distinguish between the domestic and overseas businesses. First, in the domestic business, operating profit increased when excluding the factor of a change in the estimate of asbestos decontamination costs. More specifically, in the domestic food business, operating profit increased by about ¥0.6 billion when excluding the same costs. In the chemicals business, operating profit remained almost unchanged. That is, the domestic business has maintained its strength, and at the same time, its structure to generate profits has been strengthened. In other words, the domestic business has maintained its earning power. To further increase productivity, we will proceed with measures against aging facilities and manpower-saving measures and promote efficiency, thereby boosting profits. For the overseas business, on the other hand, all members of the management team are strongly aware

Introduction

Present and Future of Riken Vitamin

Value-Creating Strategy

- Financial and Capital Strategy
- Progress of Medium-Term Management Plan 2027
- Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
- Segment Overview
- Business Strategy
- Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
- Sustainability Initiatives to Increase Corporate Value
- Technology-Based Value Creation
- Contributing to the Global Environment
- Feature: Field-Led Digital Transformation
- Well-Being for People and Society

Governance

Data



that naturally, we need to enhance its performance and that especially for specialty products, a pillar of the business in the future, efforts for profitability improvement are essential.

For the current fiscal year, the target of net sales is ¥100.0 billion, and the target of sales in the overseas business, a growth driver, is ¥25.8 billion. We aim to achieve profitability in FY2027. As for the measures for growth of the overseas business about which investors are concerned, we plan to hold down costs for commodity products and increase their price advantage to strengthen competitiveness. For specialty products, which have high margins, we intend to make investments aggressively more than ever before and increase business strength over the medium to long term.

Policy for Optimum Growth Investments Toward a 100-Year Company

For a company to grow continuously, it is indispensable to make a major investment at some point. The aforementioned ROE value fell for FY2025, but looked at from another perspective, this figure can be said to reflect that we enhanced investment. As for FY2023 and FY2024, which are comparative years, it is true that the ROE exceeded 10% for two years in a row and our business was evaluated as being profitable, but management was concerned that investments and measures essential for future growth, including upgrades to aging facilities, might have been deferred.

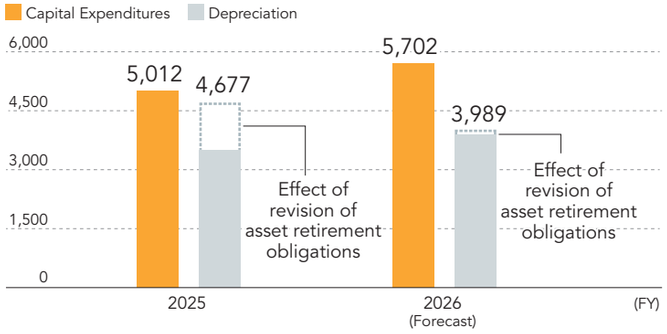
In Medium-Term Management Plan 2027, the capital investment target for increasing the efficiency of production technology and saving manpower is ¥25.0 billion, of which ¥12.0 billion is directed to overseas investment and ¥13.0 billion to domestic investment. The actual result for FY2025 was ¥5.0 billion, which appears small against the target, but we will accelerate investment from now on.

For overseas bases, we are promoting investment in production facilities for specialty products under the plan. For commodity products, we are developing production environments while assessing the break-even point and other indicators. In North America, we completed the enhancement of production capacity for pork extract, which accounts for about half of product sales. So far, pork extract has had a high ratio of sales for the West Coast, but the sales and development bases are being relocated from Los Angeles to Texas. We plan to strengthen the ability to make proposals in the area extending from the central part of the United States to the East Coast.

For domestic factories, we are proceeding with manpower-saving and automation efforts with an eye to a declining working population, measures against aging facilities, and environmental efforts such as reducing greenhouse gas (GHG) emissions. In this way, we are trying to make changes for improving profitability. Depreciation is expected to decrease because the impact of asbestos that was seen in FY2025 will shrink.

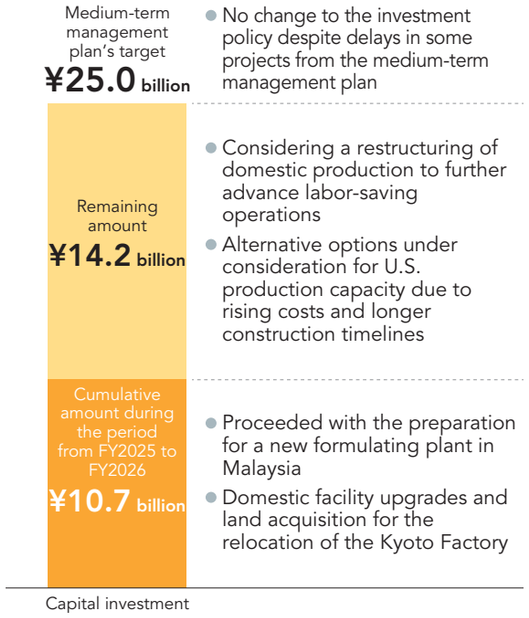
Investment in people is also an important part of our growth investment strategy. In addition to structural reinforcement in Southeast Asia, we are working to increase the personnel in North America in order to

Status of Capital Expenditures and Depreciation (Millions of yen)



Major capital investment destinations in FY2026	
Riken Vitamin	¥3.4 billion in total (e.g., for upgrading aging facilities)
Rikevita (Malaysia) Sdn. Bhd.	¥0.7 billion in total (e.g., for increasing production efficiency)
Guymon Extracts Inc.	¥0.4 billion in total (e.g., for enhancing pork extract production capacity)

Progress of the Capital Investment Plan



Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

strengthen proposals for bakeries. In Japan too, we are trying to secure talented human resources in order to develop human resources who can play an active part overseas, strengthen the system of supporting overseas bases from Japan, and send human resources from Japan.

In promoting reforms, we have set an ROE target of 10% or higher for FY2027 and of 10 to 12% for FY2034, the endpoint of our medium- to long-term vision. Growth investment puts pressure on profits temporarily, but it is indispensable for the Company to create value continuously in order to achieve Medium-Term Management Plan 2027 and the medium- to long-term vision, as well as see its future in 10 and 20 years and then celebrate the 100th anniversary of its founding. To continue to do business over the next generation, we intend to reorganize our investment and business structures, especially in the three years of Medium-Term Management Plan 2027, as a period for strengthening foundations.

Allocation of Management Resources Using ROIC

We have increasingly received questions from investors regarding ROIC in recent years.

We use ROIC for analysis of profitability and investment efficiency by business or product line. Such results are reflected in the reconsideration of capital investments and production systems, as well as the consideration of product line optimization.

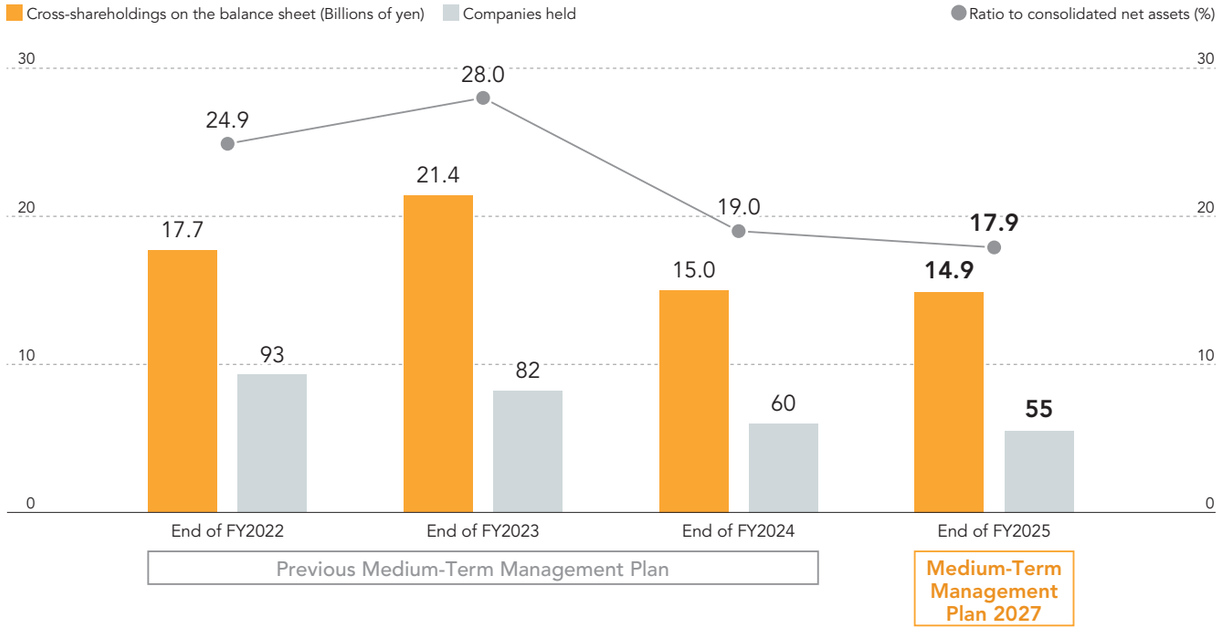
For example, in areas with low profitability, we consider revising and discontinuing operations; and in areas that are expected to grow, we invest aggressively. ROIC is not simply a management indicator but an important reference for determining how to allocate management resources.

At the same time, our ROIC is calculated from product lines centering on food, improving agents, and healthcare, which are different from our financial reporting segments. For this reason, we are currently hesitant about disclosing it to the public. However, it is true that each time I talk with investors, I feel the necessity to communicate using a common framework. We will sincerely consider how to share information.

Capital Efficiency Improvement and Consideration of New Growth Opportunities

We are continuing to reduce cross-shareholdings with a view to increasing capital efficiency. In FY2025, we sold off ¥3.37 billion, more than planned, and recorded a gain on sale of ¥2.58 billion. We reduced holdings in 16 companies, including the complete disposal of holdings in five companies. Affected by recent stock price rises, the ratio on the balance sheet is difficult to decrease. In

Status of Cross-Shareholdings



	FY2022	FY2023	FY2024	FY2025
Number of stocks sold	10	16	31	**16**
Of which, all sold	8	11	20	**5**
Amount of sales (Millions of yen)	304	2,970	5,517	**3,373**
Gain (loss) on sale (Millions of yen)	183	2,115	4,055	**2,582**

- A reduction of ¥9.0 billion planned over three years
- We continued to sell cross-shareholdings as planned, but valuation gains on remaining shareholdings were ¥3.3 billion, which is almost equal to the amount of sales. The ratio to consolidated net assets decreased by only 1 pp
- Target unchanged: Cross-shareholdings below 10% of consolidated net assets

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

this fiscal year too, toward a target of reducing cross-shareholdings to a level of less than 10% of consolidated net assets by the end of March 2028, we will continuously proceed with sales while paying attention to the impacts on parties concerned including business partners.

Regarding shareholder returns, we will continue to aim to maintain stable dividend payments, targeting a consolidated dividend payout ratio of 40% or higher. Based on the dividend policy, we plan to maintain the dividend for FY2026 at ¥110 per share. We are also executing a ¥2.0bn share buyback program, following the program implemented in FY2025. In purchasing treasury shares, we consider it comprehensively while taking into account the impact on liquidity and changes in stock prices, and then carry it out flexibly. Through such active shareholder returns and growth investments, we will optimize the equity ratio, which is now over 70%, to the appropriate level (roughly 60 to 65%) in order to improve capital efficiency.

As for growth strategy, we are looking for growth opportunities with an eye to M&As and other initiatives. This is not a plan that should be implemented immediately as of now, but I recognize it as an important matter that should be considered for improvement of our corporate value. We are first considering inorganic strategy from a flexible viewpoint without setting conditions and limits, while taking into account problem solving, business expansion, supply chain enhancement, and other perspectives in Japan and abroad. This aims to accelerate the growth speed toward achieving Medium-Term Management Plan 2027 and our medium- to long-term vision.

Aiming to Enhance Dialogue and Improve Corporate Value

Our price-book value ratio (PBR) has been sluggish after reaching 1.0 in FY2025. However, I believe this reflects the fact that the market does not yet fully recognize our future growth potential. The food industry we are in is already a mature market, but it is impossible to say generally that the situation is negative. In this respect, as a financial officer, I have not been able to provide explanations sufficient for investors to understand. I see this as a challenge. Especially, foreign investors ask us to present indicators as a growth company in the form of easy-to-understand numerical values. For example, in the automobile industry, it is possible to grasp global market data and demand forecasts in great detail so that it is considered easy to present numerical targets. In contrast, the specialty products market, which serves as our growth driver, is complex and lacks readily available data such as market size, making it difficult to communicate its growth potential through clear numerical indicators.



Compared to the average of the food sector in the Tokyo Stock Exchange Prime Market, we are a company with growth potential. In particular, our overseas business, which serves a global market of approximately 8.3 billion people, and the specialty products offered in those markets have significant growth potential. For the market to understand our growth potential, we are planning to further strengthen dialogue through IR activities.

We are in the period of Medium-Term Management Plan 2027. It is a very difficult time as we are making aggressive investments while securing profits. However, a transition period is indispensable for corporate growth, and after drastically reorganizing a business structure, we can see opportunities to make dramatic progress. As a financial officer, I will press ahead with strategies to increase earning power under strict management. I will aim to sustain a PBR above 1.0 and improve corporate value continuously by steadily showing the results of profitability improvement, capital efficiency improvement, and growth investments.

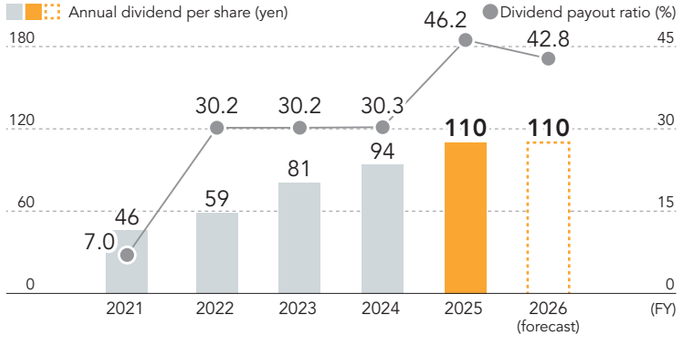
Dividend Policy

Maintain stable dividends with a target consolidated payout ratio of 40% or higher

Purchase of Treasury Shares

Execute flexibly when appropriate
¥2.0 billion share buyback in FY2026, following FY2025

Annual Dividend per Share by Year

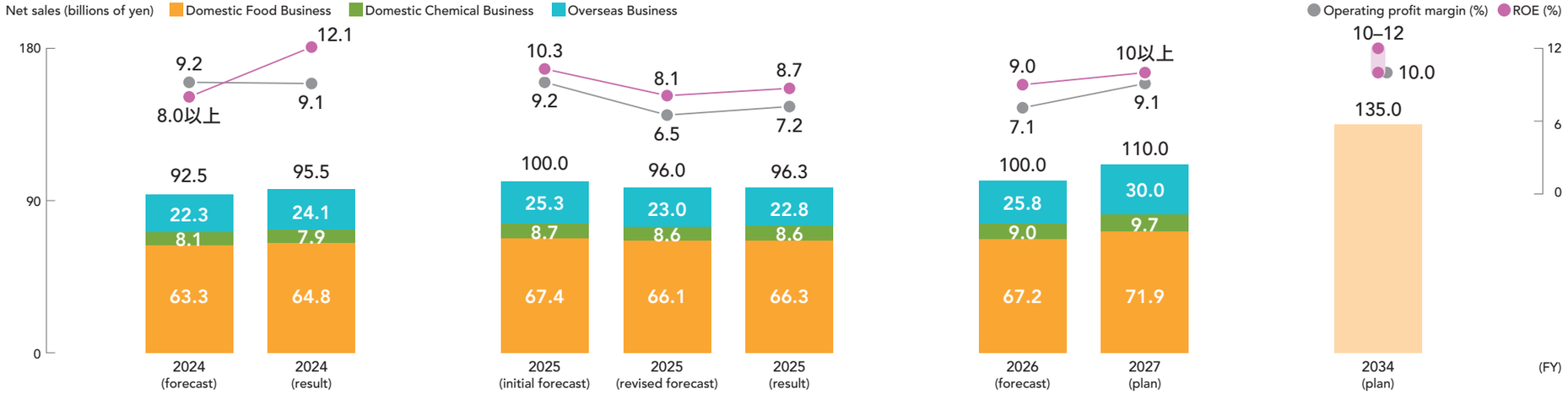


Treasury shares purchased (billions of yen)	6.3	1.1	2.0	2.0

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Progress of Medium-Term Management Plan 2027

Net Sales and Operating Profit Margin by Segment



Review

Key Issues Carried Over from the Previous Medium-term Management Plan

Enhance governance
- Share price, PBR, and PER have plateaued
- Reduce cross-shareholdings

Accelerate expansion in Asia and North America
- Talent shortages for expanding overseas specialty product production and sales capabilities
- Growing geopolitical risks

Deepen domestic business and explore new growth areas
- Aging factories and worsening labor shortages

Promote sustainable management
- Missed target for the ratio of female managers

Targets

Overview of Medium-term Management Plan 2027

- We are focusing on two main themes in Medium-Term Management Plan 2027: Strengthening systems to generate sustainable profit in Japan and building a new framework for growth overseas.
- At the same time, we are shifting toward management with greater awareness of the balance sheet and share price and aim to enhance corporate value over the medium to long term through active dialogue with the capital market. We aim to achieve net sales of ¥110.0 billion, an operating profit of ¥10.0 billion, and a foreign sales ratio of 27% and will promote aggressive capital investment and business restructuring.
- We will optimize production systems through foundation investments in Japan and growth investments overseas.

Results

FY2025 Results and Outlook

- The first year of the medium-term management plan was a tough year in relation to objectives, due to a change in the estimate of asset retirement obligations related to asbestos decontamination costs, as well as business conditions in the overseas business.
  Page 23 Details of the Performance of Each Business
- Considering the uncertain situation in the Middle East, among other things, we are not reconsidering our targets at this time.
- For FY2026, we continue to target net sales of ¥100.0 billion in FY2026. The impact of asbestos in the previous fiscal year will be a positive factor, but raw material costs, personnel costs, and other costs are expected to increase. Therefore, the profit margin is expected to decline slightly.
- For the overseas business, we aim to achieve profitability in FY2027 through cost reductions and expansion of specialty products.

Vision

Medium- to Long-term Vision and FY2034 Targets

Achieving growth by supporting a sustainable society with specialty products and services

- The Japanese market is expected to mature, whereas overseas, growth opportunities are expected to expand thanks to population growth and economic growth. We position the overseas business as a growth driver.
- We will create new value that leads to solutions to problems for our customers and society, thereby achieving continued growth.
- We will strengthen business and management foundations and accelerate growth, thereby achieving the targets for FY2034 and corporate value improvement.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Domestic Food Business

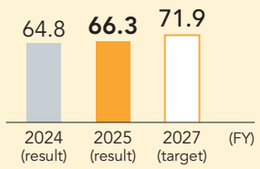
Strategies

- Respond to market changes caused by population decline, as well as rising costs (including increased raw material costs) and labor shortages
- Aim for a growth rate slightly higher than the overall market (notwithstanding the impact of processed food market trends)

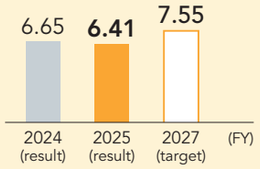
Progress

- Sales increased in each subsegment. Contributions included new demand captured in commercial food and an increase in sales of functional food ingredients such as processed food ingredients.
- Profits decreased due partly to increases in labor costs, depreciation costs, etc. and a change in the estimate of asset retirement obligations related to asbestos decontamination costs.

Net sales (Billions of yen)



Operating profit (Billions of yen)



Future policy

Strengthen approaches aimed at securing profits

P24-26 Domestic Food Business

Domestic Chemical Business

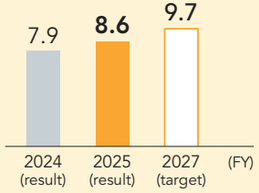
Strategies

- In light of the shrinking domestic market for chemical products, focus on further developing markets where we excel
- Strengthening offerings to Japanese companies operating overseas

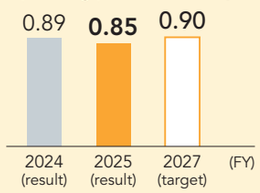
Progress

- Sales increased as new projects began contributing to results of new themes. It was driven by growing adoption of environmentally friendly products of agricultural film and expanded adoption in food packaging applications.
- Profits decreased as the effects of price revisions were not enough against rising raw material prices.

Net sales (Billions of yen)



Operating profit (Billions of yen)



Future policy

Respond quickly to unexpected rises in raw material prices, in addition to the planned price revisions

P27 Domestic Chemical Business

Overseas Business

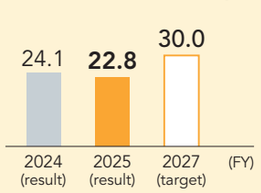
Strategies

- Invest in growth and build a new framework with a view toward future expansion of the processed food market
- Focus on area-specific expansion strategies in Southeast Asia, China, and North America

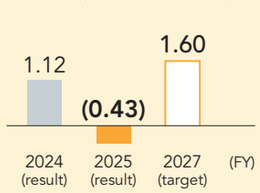
Progress

- In North America, sales of pork extract remained brisk, in addition to growing transactions of high-value-added products for major bakeries.
- In China, sales volume continued to decline due to sluggish consumption. In Europe and Southeast Asia, sales decreased due to intensifying price competition in general-purpose products with competitors. We reported an operating loss due to lower sales and higher personnel expenses.

Net sales (Billions of yen)



Operating profit (Billions of yen)



Future policy

Cut costs and maintain sales volumes of commodity products.
Promote investment for expanding specialty products over the medium to long term.

P28 Overseas Business

Non-Financial Strategy

R&D Incorporating Medium- to Long-Term Themes

We will continue to pursue commercialization of blue carbon research findings and work on basic research at NanoTerasu, while developing food, improving agent, and healthcare technologies and products that meet market needs.

P31 Technology-Based Value Creation

Establish a Personnel System Based on Our Human Capital Policy

Based on the idea that corporate value increases when unique individuals gather, interact, and collaborate, we aim to build a human resource development system that nurtures individuality and to create working environments that are rewarding.

P38-41 Well-Being for People and Society

Enhance Governance

We will increase the number of Compensation Committee meetings, and continue discussing matters such as reviewing performance-based compensation indices for executives. We will also strengthen the Group's governance with a view to expanding the Overseas business.

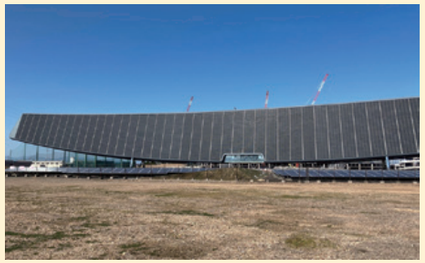
P48-49 Corporate Governance

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment

Under Medium-Term Management Plan 2027, we are planning ¥13.0 billion of capital investment over three years for the purpose of responding to aging facilities in Japan, improving productivity, and labor-saving measures.

In FY2026, we announced site acquisition for a new factory in Anpachi Town in Gifu Prefecture and decided to construct a facility intended for strengthening the research and development of chemical products, investing in infrastructure for the future.



Acquired a site for a new factory in Anpachi Town in Gifu Prefecture

For the expansion of the production capacity for natural colorants and health food materials. It aims to start operations in FY2030



An example of colorant products manufactured at the Kyoto Factory



Riken Food introduced a supervisory control and data acquisition system (SCADA)

In FY2026, the production efficiency for Fueru Wakame-chan was improved

Pretreatment process
(washing, cutting, salinity adjustment)
Drying process
(drying, sorting, inspection)

Real-time measurement of water content, salinity, etc.

Quick mechanical control

SCADA
Collecting, monitoring, and analyzing measurement data

Make craftsmanship visible

Stabilize quality



Introduced palletizers in the Osaka Factory

In FY2026, we automated the palletizing of products in buildings with low ceilings



Mixed vitamin facility at the Tokyo Factory

Responding to the increased demand for vitamins due to the population aging and growing health consciousness
Newly established in FY2025.



Material Nexus Lab (provisional name), a new R&D base for chemical products

Consolidating R&D functions and promoting collaboration among engineers
Scheduled to be put into operation in FY2028

Introduction

Present and Future of Riken Vitamin

Value-Creating Strategy

Financial and Capital Strategy

Progress of Medium-Term Management Plan 2027

Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment

Segment Overview

Business Strategy

Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas

Sustainability Initiatives to Increase Corporate Value

Technology-Based Value Creation

Contributing to the Global Environment

Feature: Field-Led Digital Transformation

Well-Being for People and Society

Governance

Data

Segment Overview

In Japan, our sales structure is organized by market segment, with each sales division formulating its product strategy and operating.
Overseas, the Global Business Unit centrally formulates strategies for both products manufactured in Japan and products manufactured by overseas subsidiaries, and overseas sales subsidiaries are responsible for sales.
Based on these, we have three reportable business segments: the Domestic Food Business, the Domestic Chemical Business, and the Overseas Business.

Domestic Food Business

Primary products

- Seaweed
- Extracts and seasonings
- Salad dressings
- Food-improving agents
- Colorants
- Vitamins
- Functional food ingredients
- Microcapsules



Primary customers

Supermarkets, convenience stores, drugstores, food service and restaurant industry, processed food manufacturers, health food manufacturers, pharmaceutical manufacturers

Business positioning

The B2C area contributes to corporate branding.
The B2B area supports the foundations of the whole group through creation of stable profits.

Domestic Chemical Business

Primary products

- Chemical-improving agents
  - Antifog agents
  - Antistatic agents
  - Lubricants
  - Plasticizers, and others



Primary customers

Chemical manufacturers

Business positioning

The scale is small but it has high market shares in niche areas.
With the chemical products industry shifting away from petroleum-based materials, growth over the medium to long term is expected.

Overseas Business

Primary products

- Food-improving agents
- Chemical-improving agents
- Extracts and seasonings



Primary customers

Processed food manufacturers, chemical manufacturers, restaurant industry

Business positioning

A growth driver. Based on knowledge accumulated within Japan, it makes proposals that meet customer needs by region and leads the medium- to long-term growth of the Group.

Introduction

Present and Future of Riken Vitamin

Value-Creating Strategy

Financial and Capital Strategy

Progress of Medium-Term Management Plan 2027

Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment

Segment Overview

Business Strategy

Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas

Sustainability Initiatives to Increase Corporate Value

Technology-Based Value Creation

Contributing to the Global Environment

Feature: Field-Led Digital Transformation

Well-Being for People and Society

Governance

Data

Business Strategy

Domestic Food Business Household Food





We will pursue continued growth and profitability improvement by maximizing the value of the existing brands and creating new demand.

Yasunori Iwasa
Executive Officer and General Manager
of Consumer Food Unit

Business

We manufacture and sell dressings including Riken Non-Oil, and Yoshokuya-san no Tadatada Oishii Dressing; seaweed products including Fueru Wakame-chan, Riken's Wakame Soup, and Furikakeru Zakuzaku Wakame; Japanese-style seasonings including Sozairyoku Dashi; retort pouch foods; and other general household products.

Strengths and Characteristics

We have the top market share in multiple sub-categories, including non-oil dressings, dried cut wakame and wakame soup. By creating unique new products in categories adjacent to existing markets, we aim to establish new markets with high barriers to entry for competitors.

Business Environment

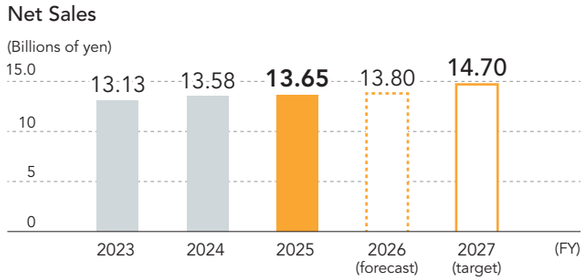
- The domestic market will be affected over the long term by a declining population, but we believe that the processed food market will remain stable due to growing health consciousness and the growing need for convenience and shorter preparation times.
- As prices continue to rise, consumers are becoming more sensitive to prices. However, there is a growing acceptance of the value of differentiated products that focus on consumer needs.
- The presence of original private brands is growing as a differentiating factor for distribution companies.

Opportunities

- Increase in demand for health-oriented products
- Growing needs for convenience and shorter preparation time
- Growing market for high-value-added products

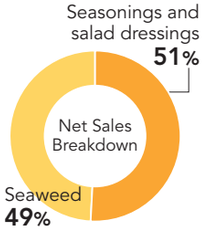
Risks

- Medium- to long-term population decline in Japan
- Increasing price sensitivity
- Rising costs such as raw materials and energy costs
- Fewer at-home cooking opportunities



Reviewing FY2025

Products that contributed to better performance compared to the previous fiscal year were dressings containing oil such as Yoshokuya-san no Tadatada Oishii Dressing; Fueru Wakame-chan and Riken's Wakame Soup, for which the effects of price revisions have run their course; and Sozairyoku Dashi, a soup stock base with no added salt. In contrast, sales of the Riken Non-Oil series and Furikakeru Zakuzaku Wakame fell.



Policy for FY2026 and Beyond

FY2026 marks the 50th anniversary of Fueru Wakame-chan and the 45th anniversary of Riken's Wakame Soup. As a company that has led the dried cut wakame market since their release, we will further strengthen the exposure of seaweed products.

We will try to capture new demand by running television commercials for Riken Non-Oil Aojiso in the summer period, the demand season, and by introducing in spring a new product Kakechae Ethnic, and the collaborative product Calbee Potato Chips Nori-Shio Dressing.

In recent years, there has been a growing trend for distribution companies to expand original private brands in order to create differentiation. We will actively pursue private-brand manufacturing contracts in areas where we can draw on our technological expertise without depending on price appeal.

For rising costs of raw materials and packaging materials, we will revise prices and adjust our product mix, with market trends and consumer attitudes in mind.

As for the enhancement of sales capabilities, which is a key theme in Medium-Term Management Plan 2027, we are strengthening customer relationships steadily by fully optimizing staff allocation, advancing the selection and concentration of the retailers and wholesalers, and promoting a three-tiered sales approach.

Although net sales for the first year of the medium-term management plan did not reach its start-of-year target, we will try to strengthen the earnings base and improve profitability through both product and sales strategies.

Introduction

Present and Future of Riken Vitamin

Value-Creating Strategy

Financial and Capital Strategy

Progress of Medium-Term Management Plan 2027

Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment

Segment Overview

Business Strategy

Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas

Sustainability Initiatives to Increase Corporate Value

Technology-Based Value Creation

Contributing to the Global Environment

Feature: Field-Led Digital Transformation

Well-Being for People and Society

Governance

Data

Domestic Food Business Commercial Food







With market changes in mind, we will focus on making proposals for growing markets and priority customers and aim to expand our business.

Noriyuki Kawasaki
Executive Officer and General Manager of Food Service Unit

Seiji Akutsu
Executive Officer and General Manager of Key Account Management Unit

Business

We provide processed foods such as dressings, seaweed products, Japanese, Western and Chinese seasonings and soups, and natural extracts for school lunch programs and the restaurant industry. We also offer food ingredients and food-improving agents to processed food manufacturers in the ready-to-eat, home-cooked and instant meal markets.

Strengths and Characteristics

In the food market, in addition to seasonings, we offer a wide variety of seaweed products such as frozen seaweed and seaweed-based side dishes. We are able to harness our product lines of improving agents and healthcare products to offer solutions to help our customers overcome challenges related to raw material procurement, quality and productivity.

Business Environment

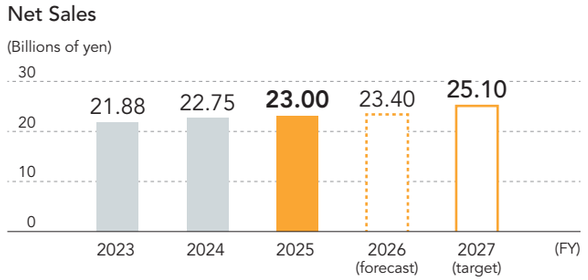
- Amid the advancement of population decline, the increase in dual-income households and an aging society, we believe there is potential for growth in markets for ready-to-eat meals and food for the elderly, satisfying demand for convenient, tasty food.
- Needs are changing in mainstay markets as well, with the restaurant industry responding to labor shortages and rising costs by consolidating operations into centralized kitchens.
- Due to rises in raw material prices and anxieties about supply shortages, the challenge is to secure stable procurement.

Opportunities

- Growing demand in the ready-to-eat meal market and from elderly care facilities
- Growing popularity of nutritionally balanced products
- Growing needs for improvement such as flavor retention, manpower saving, and food loss reduction

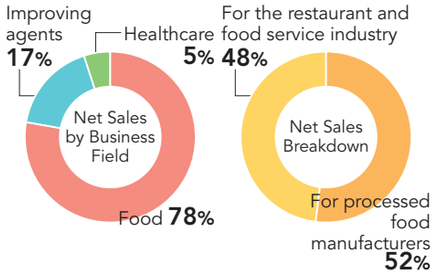
Risks

- Growing instability of raw material procurement due to climate change
- Profit pressure due to rising logistics and labor costs
- Declining growth potential in Japan's food market due to changes including contraction in the school lunch market resulting from the declining birthrate



Reviewing FY2025

There was a decline in demand from some processed food manufacturers, and a reactionary decline in the food service area due to spot adoption in the previous fiscal year; at the same time, there was growth of snack seasonings, growth in adoption in the frozen food market, and expansion of sales channels for frozen seaweed. On the whole, the decreases were covered.



Policy for FY2026 and Beyond

The restaurant and food service industries face medium- to long-term difficulties due to population decline and labor shortages, and we predict that this will lead to ongoing consolidation among the larger companies as they work to improve efficiency by integrating operations into centralized kitchens. We are strengthening our approaches, but we are currently in the planting stage. We will try to gradually build up successful cases and roll them out.

As for the product strategy, we will review low-profit products and revise prices to meet higher costs. We will also start expanding the sales channels of Egao de Lunch, an allergy-friendly dressing for school lunches. We will continually review our sales strategies for existing products in this way.

In dealings with processed food manufacturers, we are focusing on making proposals to leading manufacturers and top brands in each category. Having business partners in a wide variety of business categories is our strength. From now on, we will build a stable earnings base by adding more major revenue pillars.

For strategic raw materials such as scallop extracts and kombu extracts, we will work with technical departments to secure stable supply.

Furthermore, as a foundation for realizing this, we will promote human resource development based on interdepartmental exchanges. Meeting diversifying needs of business partners will require the ability to make proposals that are backed by product knowledge of food products, improving agents and healthcare products. We believe that this effort will lead to improving competitiveness toward growth.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Domestic Food Business Processed Food Ingredients







For improving agents, we will focus on solutions for the industry. In the healthcare field, we will invest for the future.

Tomoya Sato
Executive Officer and General Manager of Food Ingredients Sales Unit

Takashi Kahara
Executive Officer and General Manager of Health Care Unit

Business We offer a wide range of food-improving agents, colorants and vitamins for processed food manufacturers, as well as vitamins and functional food ingredients for pharmaceutical and health food manufacturers.

Strengths and Characteristics

Our strength lies in our ability to offer solutions to customer issues through improving agents centering on food emulsifiers, for which we hold the top market share in Japan. In the healthcare field, we have established a unique position with vitamin products, including vitamin E, in which we have a market share of over 40% in Japan, as well as functional food ingredients and microcapsules.

Business Environment

- We expect that the production volume of processed foods will decrease due to population decline, but the market will expand slowly in value terms, and the demand for improving agents will remain solid.
- The healthcare market is expected to expand due to the aging population and growing health consciousness.
- As a result of the expansion of the overseas business of domestic food manufacturers, the importance of supply systems and quality efforts based on the concerted efforts of domestic and foreign bases is growing.

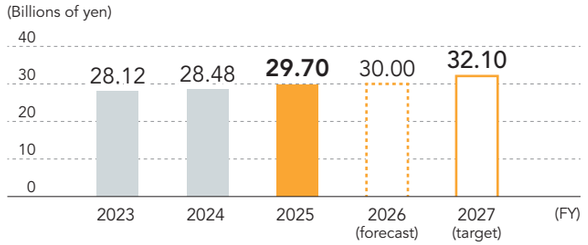
Opportunities

- Growing diversification of issues such as food loss
- Increased demand for pharmaceuticals and health foods due to Japan's aging population and heightened health consciousness
- Increased customer requirements for cost reductions as well as need for productivity improvements

Risks

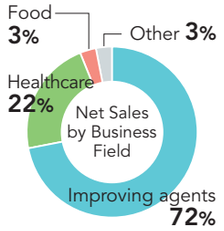
- Reduced food production due to population decline and food loss countermeasures
- Heightened raw material procurement risks due to geopolitical factors and climate change
- Demand fluctuations for health foods due to fads
- Reduced product adoption due to customer reformulations and product portfolio reviews resulting from rising raw material costs

Net Sales



Reviewing FY2025

In the improving agents field, products for bread making, which are our major products, performed well, but the industry related to Japanese food such as tofu struggled. Vitamins as a whole performed well. In the healthcare field, the adoption of crocetin, an ingredient of health foods, expanded into beverages. We also made investments to meet the increased demand for mixed vitamins, and a new manufacturing building was completed.



Policy for FY2026 and Beyond

Under Medium-Term Management Plan 2027, we are focusing on initiatives aimed at medium- to long-term growth.

For improving agents, we are promoting the value they provide in line with the increasing pace of product launches and renewals across the industry. The entire industry faces challenges such as response to food loss as a social issue, and anxieties about raw material procurement arising from growing geopolitical risks and climate change. We will help solve these issues through our proposal of solutions and active communication.

For rising costs, we will proceed with flexible repricing and reconsideration of the number of products.

We are also strengthening the development of human resources who serve as a foundation. The ability to grasp the needs of business partners will influence continued growth significantly. We periodically hold study meetings for young employees who will take on the responsibility for the future. We also increase interdepartmental personnel shifts in order to raise the level of the ability to make proposals.

In the healthcare field, we will work to upgrade the production facility for crocetin, the sales of which are strong, and increase the operating ratio of Vitamin Mix Facility that started operating in December 2025. At the same time, we will make forward-looking judgments, such as reconsideration of aging production lines. On the development side, we are focusing our efforts on the development of new functional food ingredients and medical microcapsules while taking a long-term view of 5 to 10 years.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Domestic Chemical Business





We will concentrate resources in areas where we excel, and hone our strengths for future growth.

Toshinaga Horikawa
Executive Officer and General Manager
of Chemicals Unit

Business

For chemical manufacturers, we provide improving agents that enhance functionality and processability in areas such as plastic product, rubber, cosmetics, agricultural film, and food packaging materials. In the Other business, we sell feed oils and fats, among other products.

Strengths and Characteristics

In keeping with our business's origins of applying food-improving agents to chemical products, today we offer an extensive lineup of biomass-rich improving agents, primarily made from plant-derived oils and fats. We hold a high market share for food-adjacent products such as food packaging wrap and agricultural film.

Business Environment

- Given growing environmental awareness, we predict that overall production volumes of resin-based products will decline gradually.
- Having said that, as environmentally friendly products such as biomass and biodegradable plastics become more prevalent, demand for our improving agents may increase in the medium to long term.
- We expect the impact of the Middle East situation to continue at least during FY2026.

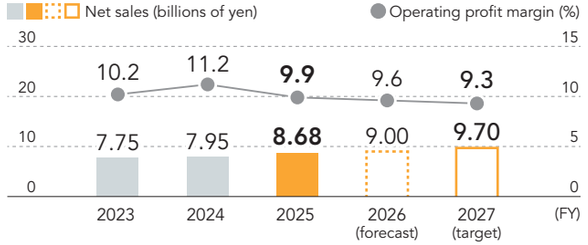
Opportunities

- Shift to decarbonized and environmentally friendly materials
- Growing needs for complements to functionality and processability
- Rise of ethical consumption and sustainability orientation

Risks

- Rising costs of plant-based raw materials
- Intensifying competition in sustainability-related markets
- Supply instability of basic chemicals
- Contracting markets for existing chemical products due to more stringent environmental regulations

Net Sales



Reviewing FY2025

We saw growth in sales of products for food packaging wrap, food containers, and agricultural film. However, the environment surrounding the automobile industry and the construction material industry was severe, and our relevant products also struggled. We revised prices to meet rising raw material prices, but it failed slightly to keep pace with them, with profits falling from the previous fiscal year.



Policy for FY2026 and Beyond

We almost completed price revisions that had been left unaddressed in the previous fiscal year, but need to newly respond to the impact of the situation in the Middle East. This business uses resins as raw materials, and we respond to sharp rises in raw material prices by revising our prices in a timely and appropriate manner. If a supply chain is blocked, there are risks of causing problems in production. To address this, we promote close information cooperation inside and outside the company and take measures, thereby trying to secure a stable supply.

In Medium-Term Management Plan 2027, it is our policy to concentrate resources in areas where we excel, and we are working to boost sales volumes. This segment is small in scale, and if we spread ourselves too thin, it may become insufficient to develop an in-depth understanding of the market. Therefore, we are aiming for solid, steady growth by reevaluating the expertise we have gained from existing products such as anti-fogging agents, antistatic agents, lubricants and compatibilizers, and by focusing on fields where we can leverage this knowledge.

We expect that the transition to decarbonization and environmentally friendly products will progress in stages. Recognizing the vast scope of the area we can address with our technology, we are strengthening our research and development efforts with an eye toward medium- to long-term growth. For areas other than our areas of expertise, we will consider expansion while assessing growth potential, including cooperation with other companies.

While responding flexibly to changes in external environments, we will try to secure stable supply and strengthen our earnings base at the same time through selection and concentration as well as enhancement of technological capabilities, thereby aiming to achieve medium- to long-term growth.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data



Overseas Business



We will adapt to changes in market conditions and try to strengthen the business foundation for expanding specialty products.

Wataru Minami
Executive Officer and General Manager
of Global Business Unit

Business We produce and sell improving agents for food and chemical products, extracts, and seasonings at our overseas locations. We have customers in dozens of countries worldwide, mainly in Asia and North America.

Strengths and Characteristics

Our strength lies in our capacity for offering value-added solutions based on technological capabilities cultivated in Japan. At our research and development bases—Application Centers in China, Singapore and the United States, and the Fine Chemical Technical Center in China—we develop formulations that incorporate our various improving agents to meet the needs of local customers.

Business Environment

- Given their sizeable populations and markets and their potential as a consumer market, Asia (including China) and North America are our core focus areas.
- Currently, the economic downturn in China is holding back demand for high-value-added products in Asia, and there are geopolitical risks in the Middle East. An uncertain business environment continues.
- In the commodity market, oversupply due to entry of new players affects our profitability and is recognized as a business structural issue.

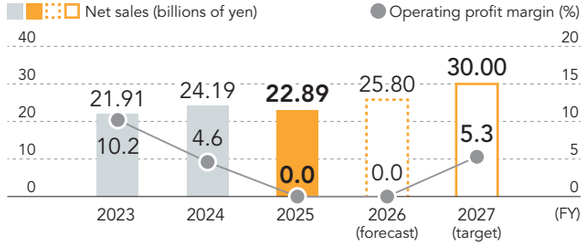
Opportunities

- Economic growth of the Asian and North American markets
- Growing needs for improving agents due to expansion of the processed food market
- Deepening of the solution business by strengthening the ability to respond to local needs

Risks

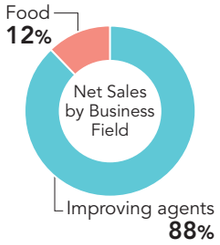
- Oversupply of commodity products
- Sluggish demand resulting from an economic slowdown
- Heightened geopolitical risks

Net Sales



Reviewing FY2025

Intensifying price competition for commodity products reduced the volume of sales for Europe and Southeast Asia. In China, the demand for high-value-added products decreased against the backdrop of a sluggish economy. In North America, sales of specialty products and pork extracts were brisk but not enough to compensate for poor results in other regions. This, together with upfront investments for expanding and accelerating the specialty business, resulted in an operating loss.



Policy for FY2026 and Beyond

Under Medium-Term Management Plan 2027, we are working to strengthen our business foundation to ensure future growth. However, the business environment is currently changing significantly, and geopolitically, an uncertain situation continues, including the future of the situation in the Middle East.

For commodity products, competition is intensifying, and profitability is declining against the backdrop of oversupply resulting from enhanced production capacity of competitors. In response, we will proceed with the reduction of costs and the improvement of the operating ratio at Rikevita (Malaysia), the main production base, in the short term, in order to strengthen competitiveness and recover a certain volume. In addition, toward continued growth over the medium to long term, we will actively invest in equipment and human resources required to expand specialty products. In FY2025, we set up an additional factory for improving agents in China and established new companies in Thailand and Vietnam. In Vietnam, local production by a partner factory was newly started. In FY2026, we plan to upgrade the extracts factory in the United States and expand sales and research bases, and we will increase the number of expatriate employees and local staff. These upfront investments are a factor that pushes down profits in the short term, but will lead to sustainable growth because we will shift to a business structure centering on specialty products.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
▶ Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

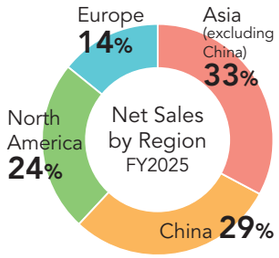
Feature

Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas

We position the overseas business as a medium- to long-term growth driver.

With the processed food market expanding globally, we will pursue further growth by expanding the sales of specialty products and strengthening the business foundation.

Positioning of the Overseas Business



Our overseas business centers on improving agents for processed food and also offers improving agents for chemical products, extracts, and seasonings.

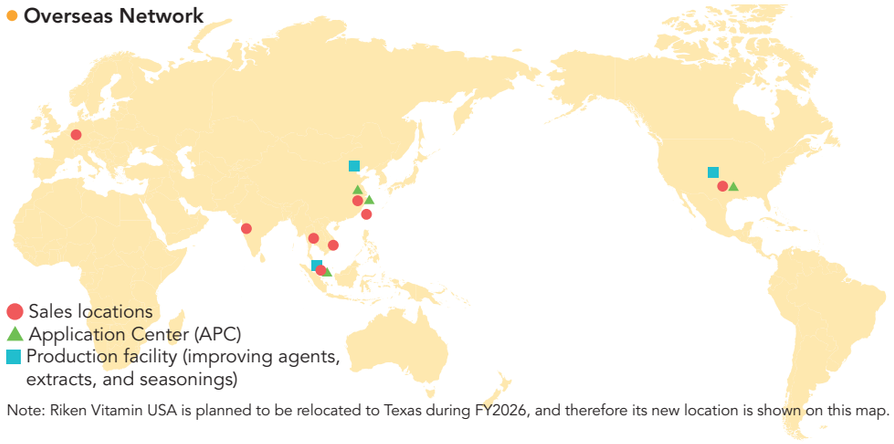
The global processed food market is expected to grow because of the advance of urbanization, rising income levels, and a growing preference for convenience. In particular, we recognize that expansion in the Asia-Pacific region will continue.

As for improving agents for chemical products, we have established a certain position with antifog agents for agricultural film and food packaging. In North America, we manufacture and sell pork extract which is used as the base of ramen soup, capturing growing demand for restaurant food and Japanese food.

In Japan, however, the medium- to long-term growth potential is expected to be limited due to a shrinking population.

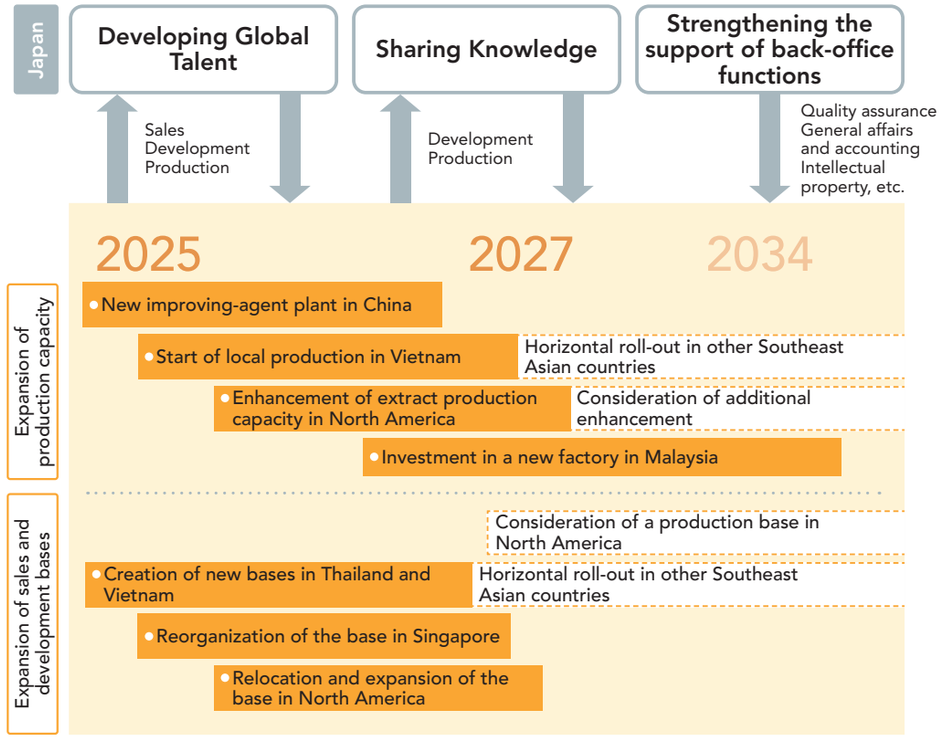
Based on this environmental recognition, we position the overseas business as a growth driver. In the field of food-improving agents, which are our core products, we will contribute to solving customer problems in the bakery area, for which we have abundant knowledge in Japan, through improvement of quality and manufacturing efficiency. Then, we will make this contribution a stepping-stone toward growth.

Overseas Network



Note: Riken Vitamin USA is planned to be relocated to Texas during FY2026, and therefore its new location is shown on this map.

Roadmap for Strengthening the Business Foundation








Introduction

Present and Future of Riken Vitamin

Value-Creating Strategy

Financial and Capital Strategy

Progress of Medium-Term Management Plan 2027

Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment

Segment Overview

Business Strategy

Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas

Sustainability Initiatives to Increase Corporate Value

Technology-Based Value Creation

Contributing to the Global Environment

Feature: Field-Led Digital Transformation

Well-Being for People and Society

Governance

Data

Sustainability Initiatives to Increase Corporate Value

Promoting sustainable management

In keeping with our policy of pursuing the effective use of natural materials, we are committed to realizing our medium-to long-term vision of achieving growth by supporting a sustainable society with specialty products and services. We aim to contribute to a sustainable society by addressing eight material issues in three areas identified in 2024: Technology-based value creation, contributing to the global environment, and well-being for people and society.



Promotion Framework

The Riken Vitamin Group has formed a Sustainability Committee, chaired by the president and representative director, to address sustainability issues. The Sustainability Committee has established five subcommittees (the Climate Change Subcommittee, the GHG Reduction Subcommittee, the Diversity Subcommittee, the Human Rights Subcommittee, and the Sustainable Awareness Subcommittee), and reports to the Board of Directors in a timely manner. The Board of Directors supervises the committee's activities and the progress of initiatives, and issues instructions to the committee as necessary.

Organization Chart

Board of Directors

Report ↑ ↓ Supervise and instruct

Sustainability Committee

Chairperson	President and representative director of Riken Vitamin
Members	Directors in charge of general affairs, human resources, compliance, sustainability, and corporate strategy
Secretariat	Sustainability Promotion Department and Corporate Planning Department
Number of meetings	2 (FY2025)

- Climate Change Subcommittee
- GHG Reduction Subcommittee
- Diversity Subcommittee
- Human Rights Subcommittee
- Sustainable Awareness Subcommittee

↕ Promotion and collaboration

Departments and subsidiaries

Matters discussed in FY2025

Meeting no. 11

- Inaugural message from the new chairperson
- Review of the current status of the subcommittees

Meeting no. 12

- Current status, challenges, and future measures for each subcommittee

History

March 2022
Establishment of the Food-Improving Agents Working Group and the Seaweed Working Group within the Sustainable Awareness Subcommittee

January 2023
Establishment of the Packaging Working Group within the Sustainable Awareness Subcommittee

November 2021
Establishment of the Sustainability Committee

October 2022
Enacted the Sustainability Committee regulations

March 2025
Dissolved the Seaweed Working Group and the Packaging Working Group, and elevated the Human Rights Working Group to the Human Rights Subcommittee

June 2025
Appointment of a new chairperson

April 2026
Reorganization of the TCFD Subcommittee into the Climate Change Subcommittee

Internal Training and Education Programs

We provide various training and education programs for a wide range of employees, from managers to new hires, so that each employee can personalize sustainability issues and find ways to address them. We also provide e-learning programs for all employees, and share sustainability-related information in Company newsletters and on our intranet to raise awareness and promote understanding of sustainability.

Tier-Specific Training (FY2025)

New Employees	Managers	Executives
New employee training Topic: SDGs and CSR Number of participants: 40	**Training for newly appointed managers** Topic: SDGs and CSR Number of participants: 29	
	Sustainability training session Topic: Thinking about sustainability management Number of participants: 349 (incl. presidents of domestic and overseas subsidiaries)	
E-learning Topic: What Is the Integrated Report 2025? Number of participants: 859 Scope: Riken Vitamin Group		

Spotlight **Sustainability training session**

In July 2025, we held a sustainability training session for our officers, managers, and presidents of domestic and overseas subsidiaries. The session included a keynote lecture titled "Thinking about sustainability management" by Yoshinari Koyama, the president of Kanto Gakuin University, and a workshop related to this theme. After the training session, we compiled the issues raised during the workshop and solutions to them, shared information with the departments concerned, and have been working to make improvements.



Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Material Issues
▶ Create value through research and development

Technology-Based Value Creation

Research and Development 1

Sustainability means devising, building and operating systems and methods that can be maintained continuously and stably to address the issues facing people.

In addition to caring for the global environment, we believe that sustainability in the food business means continuing to provide products that are safe and consistent in quality and taste. The Riken Vitamin Group will contribute to a sustainable society by providing specialty products and services.

Maintain the Quality of Cakes Even with Less Egg



Daisuke Kamiyama
Group Leader, Application Center, Food Ingredients Development Department

In recent years, climate change and geopolitical factors have led to rising raw material costs and changes in the quality of agricultural products. As a result, food manufacturers are increasingly required to respond quickly and flexibly by adjusting formulations and production processes. In particular, higher egg prices and more unstable supply have had a huge impact on the confectionery field. In making sponge cake, egg plays an important role in retaining the shape, and thus a reduction in the amount of egg leads to a decrease in volume. With this in mind, we developed a food-improving agent that enables egg to function more effectively. This product can achieve sufficient volume and shape stability at the same time and contributes to stable production.



- The edges do not expand
- Many losses upon cutting
- Tight and hard texture
- Expands evenly to the edges
- Fewer losses upon cutting
- Fluffy and soft texture

Anti-Fogging Agents That Enhance Food Appeal



Takuo Hagiwara
Group Leader, Chemical Technology, Chemicals Unit

Our chemical business began with rolling out food-improving agents to the chemicals area. For this reason, it is characterized by a large number of food-related applications such as food packaging wrap and agricultural film.

Anti-fogging agents are applied to the inner surface of food containers to prevent condensation and fogging, ensuring clear visibility of the contents. By enhancing product presentation and preventing moisture droplets from accumulating on the food surface, they help maintain food quality and safety. The type with the agent incorporated into the resin itself boasts the highest market share. Now, we are developing coating-type products that can provide anti-fogging performance regardless of the container material. We will strengthen the expansion of this product as a solution that contributes to reducing food loss and realizing sustainable food packaging.



- Anxiety of not knowing what is inside
- What's in there?
- Fresh?
- Peace of mind from seeing what's inside
- Looks delicious!
- Easy to choose!

Vitamin Production/ Formulation/Processing Technology



Kei Sakata
Group Leader, Health Care Development Department, Health Care Unit

In recent years, there have been growing needs for foods and beverages containing vitamins as people have become more health conscious. However, the necessary amounts of vitamins are very small. For food and beverage manufacturers to procure and blend multiple vitamins separately, they have to shoulder burdens such as inventory management and storage costs and measuring work. There is a problem that fat-soluble vitamins are hard to mix with water and difficult to blend evenly.

Vitamin premixes are nutritional fortification formulations containing multiple vitamins pre-blended in the appropriate balance. They enable manufacturers to efficiently formulate products while simplifying the accurate dosing of small quantities of vitamins.

Based on technologies we have cultivated so far, such as for extracting, refining, emulsifying, and powdering vitamins, we develop vitamin preparations tailored to the characteristics of different foods and beverages. Development groups in the company cooperate to realize a seamless process from developing preparations to premixing, thereby allowing for efficient and competitive provision of premix products. This makes it easy to add nutritional functions to various foods and increases the efficiency of the whole supply chain, thereby contributing to the health of people and the realization of a sustainable society.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
▶ Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Material Issues
▶ Create value through research and development

Technology-Based Value Creation

Research and Development 2

Our development departments include the Food Planning Development Department and Food Technology Development Department, which develop household and commercial foods; the Food-Improving Agents Development Department, which develops quality improving agents for processed food manufacturers; the Health Care Development Department, which develops functional food ingredients; and the Chemicals Development Department, which develops quality improving agents for chemicals. We thus have a specialized department for each field.

Technological perspectives and advice from different departments provide clues to solving problems, allowing us to develop products that meet new market needs for high added value.

Commercializing a Functional Food Product Ingredient from Gardenia Fruit



In Japan, Gardenia has long been used for food coloring. We manufacture colorant products by extracting and refining pigment components from gardenia fruit, and this year marks the 50th anniversary of the launch of gardenia yellow pigment, our mainstay product. We found that crocetin, the pigment component of gardenia yellow pigment, has functions that help maintain and improve health, and developed Crovit, a functional food product ingredient with a standardized crocetin content. Crocetin is reported to have a function to support sleep quality and eye focus.

Gardenia fruit includes not only yellow pigment components but also components used to produce blue and red pigments. We use these components effectively to manufacture gardenia pigments in the three primary colors: yellow, blue, and red. For gardenia blue pigment, which is often used to create green colors such as matcha green, we are proceeding with an application project together with our industry peers so that it can be used in foods for export. Manufacturing, sales, development, procurement, and other departments make a concerted effort to expand the business.

Developing Household Products, Taking Advantage of Expertise in Food-Improving Agents

By applying the meat texture improvement technology cultivated in our food-improving agent business to household products, we developed the Patto Jutto series as pre-seasoned frozen meal kits that do not need to be thawed before being cooked. As products that meet household needs for shorter preparation time and lower expenses, they have grown into popular products with the total number of shipments since their release exceeding 700,000 bags (as of the end of May 2026). We will continue to try to create new value that responds to social issues and people's needs through research and development that pursues possibilities of materials and technologies. Toward its realization, we focus on sharing information and cooperating across the boundaries of sections and business areas, and promote exchanges between research and development departments and efforts to deepen mutual understanding.



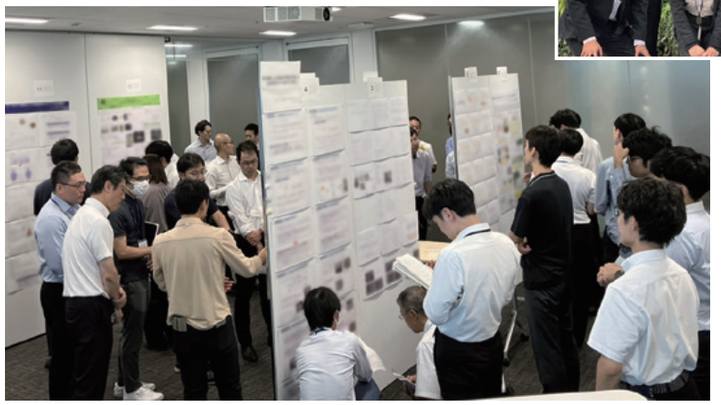
Building a Foundation for Cross-Sectional Collaboration through Joint Research Presentation Program

In FY2025, we held our first joint research presentation program over two days, with all development departments participating. Previously, development departments made an oral presentation individually using slides, with other departments attending mainly online. In this presentation program, however, 28 subjects were presented with posters, with a total of 155 persons attending face-to-face. We put importance on dialogues that cut across the boundaries of the departments to which the participants belonged. This enabled researchers to have direct discussions and exchange opinions actively. As a result, it became a highly effective place to facilitate the creation of innovation; for example, a new research theme to be addressed cross-sectionally took a concrete form.

This presentation program was operated mainly by secretariat members selected from development departments, contributing to building the foundation for cross-sectional cooperation. To continue and develop this effort, we plan to hold a joint research presentation program in FY2026 as well and will work to further strengthen research and development capabilities.



Secretariat members for the joint research presentation program They were selected from all development departments.



Scene of a joint research presentation program

Introduction

Present and Future of Riken Vitamin

Value-Creating Strategy

Financial and Capital Strategy

Progress of Medium-Term Management Plan 2027

Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment

Segment Overview

Business Strategy

Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas

Sustainability Initiatives to Increase Corporate Value

▶ Technology-Based Value Creation

Contributing to the Global Environment

Feature: Field-Led Digital Transformation

Well-Being for People and Society

Governance

Data

Material Issues
▶ Create value through research and development

Technology-Based Value Creation

Intellectual Property

Basic Approach to Intellectual Property

We position intellectual property as important management resources. We will properly protect technology, know-how, and brands arising from research and development activities as intellectual properties such as patents and trademarks. Based on the acquisition of rights without compromising the freedom of business activities, we will aim to establish a continuous competitive advantage through effective use of intellectual properties that is linked to business strategies. In addition, we will ensure legal compliance and respect for intellectual properties of others and conduct intellectual property activities, thereby contributing to improving corporate value.

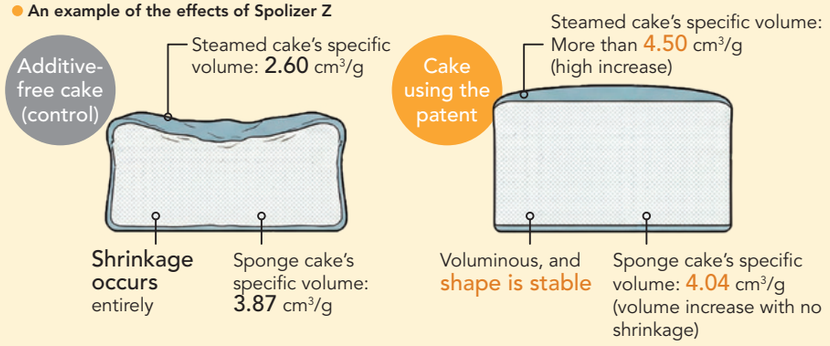
Example of Leveraging an Intellectual Property in the Field of Improving Agents

Patent use

We have our unique technology patent portfolio for multiple problems related to the quality of cakes, such as shrinkage, bad shape, destabilization of air bubbles, and reduction in eating texture and volume. A representative example is Spolizer Z, which makes use of Patent No. 6652344. It is widely used as a technology that reduces the shrinkage of cakes while maintaining soft eating texture. To improve these quality problems from various angles, we also provide an enzyme-based improving agent (patent pending) that reduces shape deterioration of cakes, and an improving agent (patent pending) that improves the quality of cakes from the aspects of stabilization of air bubbles as well as eating texture and volume.

These technologies address individual quality problems and at the same time increase the quality of final products comprehensively. Based on intellectual properties, we contribute to quality improvement and value creation in the food field.

● **An example of the effects of Spolizer Z**



Example of Leveraging an Intellectual Property in the Food Field

Trademark use

For this product, we protect its brand with multiple trademarks. The technology used for the product is patent-pending. We try to protect the technology of the Zakuzaku Process.



Intellectual Property Challenges on the Horizon

We are committed to realizing our medium-to long-term vision of achieving growth by supporting a sustainable society with specialty products and services. We aim to evolve into a global specialty company. Toward its realization, we position intellectual properties, which can be a source of business competitiveness such as technologies and brands, as important management resources. By protecting and leveraging them appropriately, we will promote our global business activities continuously. More specifically, we will strive to maintain and improve brand value and reduce imitation risks through acquisition of trademark rights in individual countries. In addition, we will continuously work to gain patent rights and develop and upgrade an overseas patent management system in order to support the creation of high-value-added products that meet the market needs in each region.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
▶ Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Material Issues
▶ Provide safe and reliable products

Technology-Based Value Creation

Quality Assurance

Quality Assurance System in Japan and Overseas

Initiatives to Further Strengthen Safety and Reliability Learn more

Based on the quality policy and the food safety system (RK-FSS), the Riken Vitamin Group has built a seamless quality assurance system from procurement of raw materials to development, manufacturing, and sale.

In Japan, we conduct quality assurance activities at each business facility as well as e-learning-based hygiene education for all employees in order to provide safe and reliable products in a stable manner. By developing a company-wide common educational foundation, we are working to stabilize product quality and standardize levels of knowledge and awareness.

For the Riken Vitamin Group that operates globally, it is extremely important to build and operate a quality assurance system including producing countries and export destination countries, as well as to research, check, and verify information on food-related laws and regulations in individual countries and regions. Therefore, we have set up the Global Quality Management Division (formerly the Global Quality Assurance Division) as a core organization that supervises overseas quality assurance functions cross-sectionally. We have developed a specialized promotion system for quality assurance and control (QA/QC) operations. Going forward, we will try to increase the sophistication and efficiency of our quality assurance response in both Japan and abroad and strive to further strengthen our quality assurance system.



Exchange during training at an overseas business site

Overseas Regulatory Compliance

There have been increasing requests for examining conformity to food additive regulations in export destination countries. The Riken Vitamin Group is working to clarify the scope of research, develop operational rules and workflows, and establish a system that enables quick and accurate research and responses. With this, we will improve the confidence of business partners and expand new opportunities for product adoption.

Developing Overseas Human Resources

In steadily promoting the enhancement of quality assurance functions in line with the expansion of the overseas business, developing human resources and assigning them appropriately is one of the key management issues. In addition to proceeding with the program for overseas human resource development that started in FY2025, we will actively appoint and utilize diverse talent, including international students, and try to realize the personnel assignment that can respond flexibly to changes in business conditions.

Quality School

We have set up the Quality School for the purpose of preventing quality errors and their recurrence. Education based on simulated experience of past cases encourages individual employees to recognize risks as their own issues and change their behavior independently. Through face-to-face dialogues, we raise psychological safety, stimulate improvement activities originating on-site, and promote the establishment of quality culture and the enhancement of organizational strength.



Message from the General Manager

Quality Assurance Efforts That Support Global Development

The quality assurance departments have a mission to deliver safe and reliable products to customers, and carry out operations while striving to maintain and improve quality.

With an eye toward expanding the overseas business, we have steadily proceeded with the establishment of an overseas quality assurance system and focused on developing human resources who can play an active role locally on their own initiative. In recent years, there has been a growing number of inquiries regarding overseas regulations associated with product exports, and there has been increasing importance of meeting regulations that are becoming more complex in each country and region. With this situation in mind, we are building the foundation for compliance while absorbing the latest trends and practical knowledge. While valuing the trust of our customers, the Riken Vitamin Group will continue to steadily enhance its response to laws and regulations and other areas, with the aim of contributing to the industry.

As a section that supports the growth and credibility of the Group, we will continue to take on challenges with a higher viewpoint.

Hiromi Kimura
Executive Officer and General Manager of Quality Assurance Unit



Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
▶ Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Material Issues
▶ Address climate change

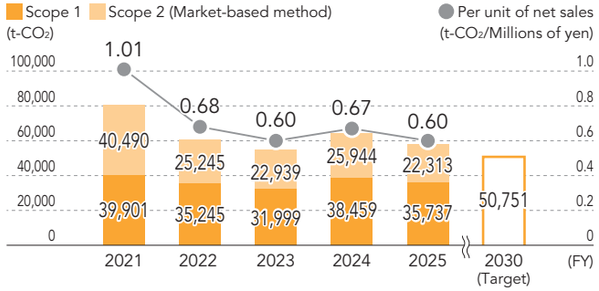
Contributing to the Global Environment

Climate Change

Medium- to Long-Term Plan for Reducing Greenhouse Gas (GHG) Emissions

We aim to reduce the Group's GHG emissions (Scope 1 and 2) by 40% (compared with FY2018) by FY2030, and achieve carbon neutrality through net zero emissions by FY2050. In addition, we began calculating Scope 3 emissions in FY2023. We will proceed with calculations for high-emission categories while considering revised GHG emissions reduction targets.

GHG Emissions: Total and per Unit of Net Sales



Riken Vitamin Group

FY2030 GHG Emissions

40% reduction

(Scope 1 and 2; compared with FY2018)

FY2050 Target

Carbon neutrality

Strategy to Address Climate Change

Climate Change Learn more

The Riken Vitamin Group manufactures and sells products using a variety of natural raw materials, including vegetable oils and fats and seaweed. Most of the raw materials related to vegetable oils and fats that we use are imported from overseas and sourced from trading companies and oil and fat manufacturers. We process these raw materials in our factory into products such as emulsifiers and deliver them to our customers. The production volume of cultivated wakame, which accounts for a large proportion of the raw materials used in our seaweed-related products, fluctuates significantly depending on weather conditions during the period of cultivation, as well as seawater temperature and nutrient conditions. For this reason, we recognize climate change as an important management risk in terms of business continuity.

In FY2022, we conducted scenario analyses for two of our businesses: the improving agents we produce in Japan and overseas that use vegetable oil as the primary raw material; and the food products (such as seaweed, dressings, and soups) we produce in Japan. In the scenario analyses, we focused on evaluating the financial impact of the 1.5°C/2°C scenario, which is the target of the Paris Agreement, and the 4°C scenario in which global warming progresses. As a result, we found that both transition and physical risks could have a significant impact on raw material procurement, and that physical risks could have a significant impact on our production facilities. We began considering countermeasures in FY2023, and are reflecting them in our medium- to long-term business strategies.

Major risks and opportunities in each scenario are available on our website.

Climate Change Mitigation and Adaptation

Preventing Fluorocarbon Leakage

In accordance with the Fluorocarbon Emissions Control Act, we conduct periodic inspections and simple inspections of equipment that use fluorocarbons, working to prevent leakage. When replacing equipment , we work to introduce equipment that uses alternative fluorocarbons that do not deplete the ozone layer, as well as new refrigerants with lower global warming potential.

The calculated amount of leakage for FY2025 was less than 1,000 tons and was therefore not subject to statutory reporting requirements.

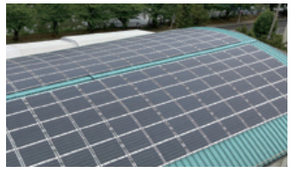


Refrigeration unit using natural refrigerants (ammonia/CO_2) at Riken Food

Use of Renewable Energy

The Group is working to reduce CO_2 emissions and use renewable energy by installing solar power generation systems on the rooftops of its factories.

To date, the Group has installed solar power generation systems at six sites in Japan and overseas. In conjunction with the addition of 100 kW of solar power generation capacity to the Soka Factory, the installation of lithium-ion batteries with a total storage capacity of 200 kWh enabled us to harness the energy we generate more efficiently.



Thin solar panels (Soka Factory)

Sites	Installation date	Rated power
Chiba Factory	July 2019	21kW
Soka Factory	March 2022, April 2025	380kW
Tokyo Factory	December 2022, June 2025	128kW
Osaka Factory	February 2024	112kW
Shinko Factory of Riken Food	November 2024	244kW
Tianjin Rikevita Food Co., Ltd. (China)	May 2022	950kW

Helping Our Employees Beat the Heat

In response to the impact of rising temperatures on working environments, we are implementing measures to prevent heatstroke according to the conditions at each site. These measures include sprinkling water on rooftops, applying heat-reflective coatings to limit temperature increases inside buildings, and installing spot coolers. Some sites have rest booths equipped with cooling equipment.



Rest booth (Osaka Factory)

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
▶ Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Contributing to the Global Environment

Natural Capital

Water Resources

Efficient Use of Water Resources

At our production sites, we are pursuing the efficient use of water through process improvements, such as reviewing cleaning methods and optimizing flow rates. In addition, we regularly monitor water withdrawal to understand water use at each site. We also regularly monitor wastewater quality and are working to reduce environmental impacts by using wastewater treatment technologies such as activated sludge treatment and methane fermentation.



Water Risk Survey

We use the Aqueduct Water Risk Atlas (Version 4.0), developed by the World Resources Institute (WRI), to assess water stress at our production sites in Japan and overseas. The assessment found that none of our production sites were classified as "Extremely High" or "High" under the Baseline Water Stress indicator. We will continue to conduct regular surveys at sites classified as "Medium-High" taking into account local water conditions and water use at each site, to better understand water-related risks.

Water stress assessment results (number of sites by level)

Baseline water stress	Number of production sites
Extremely High	0
High	0
Medium-High	6
Low-Medium	7
Low	1

Note: Assessment covered 14 production sites in Japan and overseas (as of April 2026)

Biodiversity

Seaweed is one of the key raw materials that support the business of the Riken Vitamin Group. Riken Food entered into an industry-academia-government collaboration agreement with the Iwate Fisheries Technology Center and Kitasato University School of Marine Biosciences to conduct joint research on conservation and breeding of seaweed genetic resources in Iwate Prefecture in response to changes in the marine environments.

As in other regions, Iwate Prefecture faces challenges such as declining seaweed aquaculture production due to changes in the marine environment and the loss of seaweed caused by the expansion of barren sea areas. The three parties will work together to address these challenges and pursue research that contributes to the conservation of seaweed resources and the development of sustainable fisheries.

Material Issues
Contribute to the transition to a circular economy

Contributing to the Global Environment

Transition to a Circular Economy

We launched our food business, producing extracts from whale meat by-products not used for food after processing. Based on our policy of making effective use of natural materials, we are working to reduce food loss and use unused resources effectively in various stages of business activities, taking advantage of the extraction, refining, concentration, and processing technologies we have developed since our founding.

Finding Ways to Harness Unused By-Products

We teamed up with Hokuto Corp. to develop a mushroom extract from unused brown beech mushroom parts and non-standard products, and obtained a patent (no. 7588471) in 2024. The extract is used as an ingredient in several of our products, contributing to effective use of unused resources.



Examples of Products using the mushroom extract

Reducing Loss from Manufacturing Processes

To reduce food loss, we are working to improve yields and reduce manufacturing losses through operational improvements, including improvements of production equipment and quality control (QC) activities. Used cooking oil and extraction residues generated during the manufacturing process are repurposed into animal feed, fertilizer, and energy sources, contributing to resource circulation.

Tips for Enjoying Every Last Bite

We provide information to help customers enjoy every last bite. In the Furikakeru Zakuzaku Wakame series, tips for using up the products are provided on our website and packaging. In addition, a center notch was added to the center of the bag upon package renewal.

Note: The photo is for reference only.



Plastics Resource Recycling

For 190-ml products such as the Riken Non-Oil series, we have adopted dressing bottles made with 30% recycled PET materials since 2025. By using recycled PET raw materials, we are trying to reduce the use of raw materials derived from fossil resources and lower GHG emissions.



Note: The mark is displayed only on certain products.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Material Issues
- Provide a safe and healthy working environment
- Provide safe and reliable products

Feature Field-Led Digital Transformation —Addressing Changes Using Data

We are promoting digital transformation led by production departments in order to respond to changes in business conditions such as population decline and labor shortages.

Currently, the digital transformation team, which was originally the operational reform team launched in 2021, is promoting the digitalization of operations and the utilization of data in order to increase business efficiency and create added value at the same time. We are fostering a framework and corporate culture that support data-based decision making and trying to achieve continuous productivity improvement as stated in the medium-term management plan.

2021
Launched the operational reform promotion team
Started digital transformation led by production departments, based on operational reforms from on-site perspectives

Now
Developed into the digital transformation promotion team
Promoting efforts for company-wide implementation of improvements and data utilization that have been cultivated on-site

From now on
Toward data-based decision making
Deepen data utilization, AI, and human resource development, and create new added value

Step 01 Digitization

Make analog operations digital to increase efficiency

Converting material order forms into electronic form

Orders for a wide variety of raw materials are completed in the cloud without relying on seals, facsimiles, and storage in paper form. The process from preparation to sorting and storage is centralized on a PC.

Reduced approx. 1,000 hours per year; Eliminated approximately 58,000 sheets of paper annually

Automating routine operations

RPA now performs repetitive tasks that had depended on manual work, such as preparation of formulation manufacturing records and entry of various data. In an example, one man-hour (60 minutes) a day was reduced to 5 minutes.

Automated 13 operations; reduced 2,641 hours per year

Making CRM in-house and increasing the efficiency of operations

A management system (CRM) for the data of inquiries from customers was made in-house. It also transcribes and summarizes voice inquiries automatically.

Achieved cost cuts; increased the efficiency of response records and improved the quality of response to customers

Effects of digitization
- Converted 321 types of forms (in total) into digital form
- Reduced approx. 30,000 business hours per year (in total)

Step 02 Digitalization

Increasing the sophistication of judgments and decision making on the basis of data



Members of the digital transformation promotion team promoting the utilization of data

In progress Using an Internal Data Analysis Platform

Massive and complex data that was previously difficult to handle with Excel has been centralized in an internal data analysis platform. We are expanding its use. We are promoting the utilization of data in individual departments, such as production, logistics, sales, and human resources, and developing an environment where data can be referenced cross-sectionally, aiming to increase the quality and speed of data-based discussions and decision making.

In progress Handing Down Technologies Using Generative AI (RAG)

Based on digitization and accumulation of internal know-how, we are developing an environment where workers can use a generative AI agent to check on-site procedures immediately without depending on their skill level. We aim to shorten the period of technical acquisition for complex management processes. We use an AI platform (Microsoft Copilot) recommended as a company-wide standard and operate it while securing security and governance.

Being implemented Improving Safety and Quality through Data Analysis

Combining analysis of accumulated data and on-site measures derived from it, we are trying to reduce occupational accidents and prevent quality errors (in a joint effort with the Quality Assurance Unit).

Using Other Digital and AI Technologies

The utilization of digital technologies originating on-site is spreading to various work sites, including automation of visual inspection by AI image testing equipment, automatic creation of minutes, and automation and digitization of work shift creation and manufacturing records.

Human resource development

With the understanding that the foundation for promoting digital transformation lies in human resources, we continuously conduct practical training in the fields of operational technology (OT) and information technology (IT). In the OT field, employees systematically learn knowledge and skills of equipment control and data utilization, and share improvement cases to increase improvement ability based on on-site experiences. In the IT field, we promote education for using digital tools such as RPA, and develop basic knowledge and practical skills required to automate operations. Through these efforts, we are developing human resources who can find problems on-site and make improvements by themselves, and are strengthening organizational strength.


OT workshop


IT study session

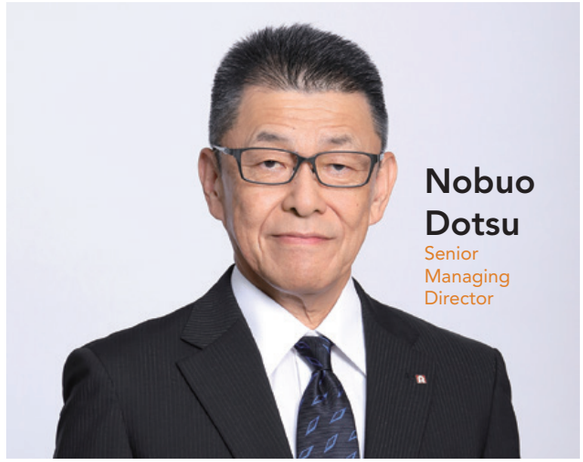
Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Material Issues
- Promote diversity and inclusion
- Provide a safe and healthy working environment

Well-Being for People and Society

Human Capital Strategy

Awaken "wildness" and pursue human capital strategy that supports growth



Nobuo Dotsu
Senior Managing Director

In Medium-Term Management Plan 2027, the Riken Vitamin Group positions the overseas business as a growth driver and has developed a growth strategy that plans to double overseas sales in 10 years. We are also making capital investments that are 2.5 times larger than those in the previous medium-term management plan in order to respond to changes in business conditions.

Human capital is the most important management resource for realizing these strategies.

In 2025, as a Human Capital Policy, we established the following policies:

- **Thinking and acting proactively;**
- **Respecting and enhancing individuality**

We are a company with a desire to take on challenges and a free and open-minded corporate culture. President Mochizuki expresses it as "the wildness of spirit."

As an R&D-driven company, our growth and ability to create new value have been supported by this wildness of spirit. However, as our business has expanded and matured, I believe that some of this original wildness of spirit has gradually faded.

What we need for future growth is to reawaken this wildness of spirit and further strengthen a culture in which every employee takes initiative and embraces new challenges.

As a result of sorting out human resources required to realize our management strategy, we have positioned four groups as key human resources: global talent, innovation talent, digital transformation talent, and management talent. In the present situation, however, the securing and development of these human resources are not enough. From now on, we will promote systematic enhancement by clarifying the requirements of human resources and improving the measures for development.

Four Types of Key Human Resources Supporting Management Strategies

❶ Global Talent

The global talent we envision is not simply people who have language skills. Rather, they are human resources who can build a relationship of trust with overseas local staff and business partners who have different cultures and values, and can produce favorable results together with them.

For Riken Vitamin, which regards the overseas business as a growth driver, developing such human resources is extremely important. Through exchanges of human resources inside and outside Japan and the expansion of opportunities to have experiences, we will develop human resources who can play an active part throughout the Group.

Indicator	Targets	Results	
	FY2030	FY2024	FY2025
Ratio of global talent	20%	13.0%	15.4%

❷ Innovation Talent

Innovation talent, as we define it, means people who can involve people across the barriers of departments and organizations and create new value, drawing on diverse experience and knowledge.

There are many areas of expertise in the Company that operates various businesses such as food, improving agents, and healthcare. To connect such knowledge and link it to the creation of new businesses and products, we will promote job rotation and cross-sectional exchanges.

❸ Digital Transformation Talent

Digital transformation talent means people who can reform business and solve issues by utilizing digital technology.

In Riken Vitamin, improvement activities that make use of digital technology are under way, mainly at production sites. However, we cannot realize reforms through facilities and systems alone.

Those who support productivity improvement and manpower saving are human resources who make full use of them and link them to solutions to on-site problems. We will proceed with the development of human resources who understand digital technology and can promote improvement by themselves.

❹ Management Talent

Management talent means people who lead changes and guide people and an organization to growth.

With changes in the business environment becoming increasingly intense, developing human resources who can lead business and organizational reforms is an important issue.

With this understanding, we provide selected human resources with cross-sectional experiences, challenging experiences, and diverse training opportunities in order to develop management human resources who can advance reforms. In addition, we are working to develop successors of department heads through personnel optimization review meetings and conduct career training and meetings to exchange opinions for active participation of female employees in order to develop diverse management talent.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Material Issues
- Promote diversity and inclusion
- Provide a safe and healthy working environment

Indicator	Targets	Results	
	FY2026	FY2024	FY2025
Percentage of female managers	10%	4.0%	7.1%

Toward a Personnel System That Connects Employees' Growth and the Company's Growth

In parallel with the development of key human resources, we will proceed with personnel system reforms.

What we aim to achieve is evolution from a system for evaluation to a system that supports growth.

In the new personnel system, we will introduce "growth interviews," in addition to traditional interviews for setting targets.

In a growth interview, individual employees have a dialogue with their superior using the growth sheet and check the direction of growth, sharing the following:

- **What type of a person they want to become;**
- **What experience they want to gain;**
- **What growth they will aim for.**

We think that the role of the personnel system is to not only evaluate employees but also support the growth of each individual employee.

Aiming to Be an Organization with Strong Engagement

Engagement, as we see it, is not simply attachment.

We think that it is a state in which individual employees see growth of the company as a matter of their own, think by themselves, take on challenges, and can feel its results and growth.

The goal of the human capital strategy is not to increase human resources who have specific skills, but to create an organization where individual employees grow independently and can tackle their own possibilities.

I believe that an organization where employees' growth and the company's growth overlap each other will be the source of continued growth of corporate value.

We will achieve the continued growth from now on by awakening wildness the Riken Vitamin Group originally has and nurturing a corporate culture where each individual continues to tackle challenges actively.

Virtuous Cycle of Human Resources Growth Created by Overseas Training



Ryota Inoue
Manager, Production Engineering Division, Soka Factory

Soka Factory of Riken Vitamin has dispatched young employees to Guymon Extracts Inc. (GEI), an extracts manufacturing facility in the United States, since 2018 to provide three months of training. So far, five employees have participated in the training, although it was temporarily interrupted by the COVID-19 pandemic.

Originally, to solve production problems of GEI, employees were sent on a business trip that was about two weeks long. However, this period was not enough to understand the background of problems and build a trusting relationship with local members. Then, we extended the length of stay to three months and found that efforts to solve problems not only made progress but also led to great growth of the dispatched employees themselves through experience of exchange at an on-site level.

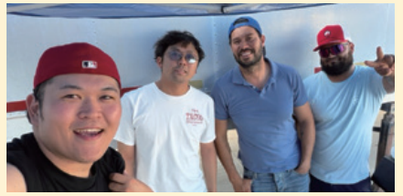
The dispatched employees are first overwhelmed by a 360-degree view of the horizon. While facing on-site problems amid a different culture and values, they develop the ability to think and act by themselves and a broad vision. At a briefing session after their return, their experience is shared in the factory, and the next young employees start to develop an interest in overseas training as a growth opportunity. In the Soka Factory, a willingness to take on challenges has been spread through such sharing of experience, resulting in a virtuous cycle of producing new challengers.

Voice of an employee dispatched in 2026

Kazuki Nakamura
Manufacturing Department, Soka Factory

I heard a story of a senior colleague who experienced the GEI training for the first time in 2018, and then came to think that I also want to try it someday. Getting a TOEIC L&R score of 600 or higher is indispensable for the training, so I tried to study English for the first time in about 10 years after graduating from high school. As a result of studying hard continuously for two years, I was able to obtain an opportunity to be dispatched for the training.

Currently, I am involved in launching a new line for the purpose of boosting production capacity. I find it rewarding to be able to promote projects toward smooth introduction of facilities and establishment of manufacturing systems while communicating with local staff in English and Spanish. I will contribute to business development with a global perspective, drawing on language skills cultivated in the GEI training and experience in a cross-cultural environment.



Nakamura in training (far left)

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
Well-Being for People and Society
Governance
Data

Well-Being for People and Society

Human Rights

It is indispensable to respect human rights in all facets of our business activities to realize our Corporate Philosophy, "Contribute to people's health and nutrition with technologies and products that make effective use of natural materials, thereby contributing to society." To that end, we have organized the Group's approach to human rights on the basis of the United Nations Guiding Principles on Business and Human Rights. Based on this, we have established the Riken Vitamin Group Human Rights Policy, which the Board of Directors approved. Going forward, we will identify and assess the negative impacts of the Group's business activities on human rights through human rights due diligence, and work to prevent and mitigate them.

Strengthening the promotion framework

In April 2025, the former Human Rights Working Group of the Sustainability Committee was elevated in status and relaunched as the Human Rights Subcommittee to enhance the promotion system. The activities of the Sustainability Committee are reported to the Board of Directors in a timely manner and are subject to supervision.

Education and training

To promote understanding of the Human Rights Policy, we continuously conduct education and awareness-raising activities through e-learning and compliance study sessions. Through these initiatives, we work to raise human rights awareness among management and employees.

Dialogue with employees

The labor union and the company hold regular dialogue and consultations on working conditions. We also check the career intentions and health of employees every year through a self-reporting system and, when necessary, conduct interviews with human resources personnel or a doctor.

Corporate ethics hotline (internal whistleblower system)

The corporate ethics hotline accepts reports and consultations concerning human rights, including harassment. We have established internal and external contact points, a global contact point that supports local languages, and an Audit and Supervisory Committee contact point.

Creating a working environment where employees can work with peace of mind

We have proceeded with the creation of working environments where individual employees are protected from customer harassment and can work with peace of mind. To maintain good relationships with customers and other stakeholders, we formulated the Basic Policy on Customer Harassment in April 2026 and are addressing the issue as an organization.

Well-Being for People and Society

Supply Chain

Material Issues
▶ Build a resilient supply chain

Responsible Procurement

We have established a CSR Procurement Policy with the aim of promoting responsible procurement and realizing a sustainable society. Based on this policy, we are trying to identify supply chain issues through dialogue with suppliers and various surveys. We will continue to identify and address ESG risks in supply chains and promote sustainable procurement.

Education and Training for Procurement Personnel

For procurement personnel, we continuously provide education and training on CSR procurement and relevant laws and regulations.

Topic: Antimonopoly Act and Subcontract Act / SME Transactions Act (FY2025)

Number of participants: 38 procurement personnel (Attendance rate: 100%)



Resilient Logistics

In the logistics division, we are promoting a modal shift through the use of sea transport and rail freight containers, while continuously improving logistics efficiency by streamlining work processes, standardizing pallets, and reviewing delivery methods. We also extended the lead time from order receipt to shipment by one day to secure sufficient warehouse operating time and reduce workloads. As a result, we are now able to develop delivery plans one day prior to shipment, which has also contributed to improved truck loading rates.



Scene of product shipment (Riken Food)

Cooperation with Stakeholders

Seaweed has been attracting worldwide attention as a future food resource and a marine biomass resource. Commercialization of research results requires discussion and collaboration with people across a wide range of business fields. Riken Food holds seaweed-themed symposia that bring together representatives from industry, government, and academia to strengthen cooperation with diverse stakeholders. We will continue to promote the sustainable use of seaweed resources and the creation of new value.



Scene of a symposium

Introduction

Present and Future of Riken Vitamin

Value-Creating Strategy

Financial and Capital Strategy

Progress of Medium-Term Management Plan 2027

Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment

Segment Overview

Business Strategy

Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas

Sustainability Initiatives to Increase Corporate Value

Technology-Based Value Creation

Contributing to the Global Environment

Feature: Field-Led Digital Transformation

▶ Well-Being for People and Society

Governance

Data

Material Issues
▶ Provide a safe and healthy working environment

Well-Being for People and Society

Occupational Safety and Health

To promote efforts for occupational safety and health, we hold monthly meetings of the occupational safety and health committee and the health committee. Based on labor-management discussions on risks and problems, we are working to improve working environments. In the event of an emergency that seriously affects occupational safety and health, such as a serious accident or a natural disaster, we set up a risk management task force headed by the President and Representative Director so that we can respond quickly. In addition, we periodically review response manuals based on the surrounding environments and business characteristics of each facility.

Creating Safe and Secure Workplaces

We hold the National Safety and Health Promotion Meeting every year to prevent occupational accidents at production sites. The main participants are the Safety and Health Committee members, including factory managers of Riken Vitamin's factories in Japan. They exchange information on safety efforts made in each factory. By making use of such knowledge in each workplace, we aim to realize safer and more comfortable working environments.

Mentor System

For new employees of production departments, we introduced a mentor system in FY2016 with the aim of promoting communication, increasing engagement, and preventing early turnover. In FY2025, we expanded the scope of this system to all new graduate hires in order to support their smooth workplace integration and growth of new employees.

Measures Against Disasters

We conduct a disaster drill periodically at each site. We also conduct drills for all employees on the use of the safety confirmation system. Through deployment and periodic review of emergency supplies in workplaces, we are also developing a disaster prevention system so that we can respond quickly in case of emergency.



Fire Safety Day (RVM)

Number of Occupational Accidents (Persons)

Scope		FY2023	FY2024	FY2025
Riken Vitamin	Number of lost-time injury cases	5	0	1
	Number of serious injury cases	0	0	1
	Number of fatalities due to occupational accidents	0	0	0

Note: Excluding commuting accidents

Safety School

At the Soka Factory, we launched a mechatronics study group in order to promote communication between employees and improve the equipment and control techniques of young employees. Extending this activity to safety and quality, we opened the Occupational Accident Prevention Simulation Facility (Safety School) in 2024, which incorporates hands-on simulations into safety education with the aim of preventing occupational accidents.

The Safety School has hands-on sections based on various accident cases, including simulations of entanglement accidents and chemical splashes. Their contents are updated as necessary based on cases of accidents that occurred inside and outside the company. Combining experience and videos allows learners to view the risks of occupational accidents as personally relevant, which leads to improving the safety awareness of individual employees and establishing safe behavior.

Safety School

1



Chemical Substance Education & Splattering Hands-on Section

Learners learn about chemical substance labeling (GHS labels) using paper crafts and cards provided by the Ministry of Health, Labour and Welfare.

2



Tools and Protective Equipment Section

Learners learn about the proper use of tools and protective equipment, as well as the risks of improper use.

3



Entanglement Accident Simulation Section

Learners experience an accident through hands-on simulation and can view latent dangers during work as personally relevant, increasing their awareness of occupational accidents.

Concepts
- Create working environments where anyone can work safely.
- Raise awareness of crisis management through hands-on simulations of occupational accidents.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Financial and Capital Strategy
Progress of Medium-Term Management Plan 2027
Medium-Term Management Plan 2027: Status of Domestic Infrastructure Investment
Segment Overview
Business Strategy
Feature: Efforts to Strengthen the Business Foundation for Expanding Specialty Products Overseas
Sustainability Initiatives to Increase Corporate Value
Technology-Based Value Creation
Contributing to the Global Environment
Feature: Field-Led Digital Transformation
▶ Well-Being for People and Society
Governance
Data

Management Team (As of June 24, 2026)



Kazuhiko Yamaki
Chairman and Director

Tenure as director	17 years
Attendance at Board of Directors meetings	17/17
Number of shares held	16,000 shares

April 1983: Joined the Company
April 2003: Manager, Food Ingredients Sales Department No. 4
July 2006: Executive Officer
April 2008: Manager, Natural Extract and Seasonings Business Promotion Department
June 2010: Director
General Manager, Food Service Unit
June 2014: Managing Director
June 2016: President and Representative Director
June 2025: Chairman and Director (current position)



Tsutomu Mochizuki
President and Representative Director

Tenure as director	5 years
Attendance at Board of Directors meetings	17/17
Number of shares held	7,000 shares

April 1985: Joined the Company
January 2004: President of Riken Vitamin Europe GmbH
July 2010: Manager, International Business Unit
June 2014: General Manager, International Business Unit
July 2014: Executive Officer
April 2018: General Manager, Production Unit No. 2
June 2019: Managing Executive Officer
July 2020: Manager, Food Ingredients Global Marketing Department
October 2021: Executive Manager, International Sales Department
June 2022: Director
June 2023: Managing Director
June 2025: President and Representative Director (current position)



Nobuo Dotsu
Senior Managing Director and Representative Director
In charge of Administration (Compliance, General Affairs, and Human Resources) and Business Strategy

Tenure as director	5 years
Attendance at Board of Directors meetings	17/17
Number of shares held	6,000 shares

April 1985: Joined the Company
June 2009: Manager, Food Improving Agents Development Department
July 2014: Executive Officer
June 2019: Managing Executive Officer
June 2022: Director
June 2023: Managing Director
June 2025: Senior Managing Director and Representative Director (current position)



Takahiro Tomitori
Managing Director
In charge of Administration (Sustainability, Accounting, and Information Technology) and Corporate Strategy

Tenure as director	6 years
Attendance at Board of Directors meetings	17/17
Number of shares held	2,000 shares

April 1988: Joined The Dai-ichi Kangyo Bank, Limited
April 2009: Manager, Shinkawa Branch of Mizuho Bank, Ltd.
April 2012: Manager, Osaka Chuo Branch
April 2014: General Manager, Branch Operation Department No. 8
April 2017: Executive Officer
Manager, Fukuoka Branch and General Manager, Fukuoka Department No. 1 and 2
April 2019: Senior Managing Executive Officer of Mizuho Research Institute Ltd.
April 2021: Joined the Company
June 2021: Director
June 2025: Managing Director (current position)



Masaaki Nakano
Director
In charge of Food Ingredients Business, International Business and Chemical Business

Tenure as director	2 years
Attendance at Board of Directors meetings	14/14
Number of shares held	5,000 shares

April 1987: Joined the Company
July 2006: Manager, Food Ingredients Sales Department No. 1, Food Ingredients Sales Unit
June 2014: Manager, Sales Promotion Department, Food Ingredients Sales Unit
October 2014: Manager, Food Ingredients Global Marketing Department
July 2020: Executive Officer
General Manager, Food Ingredients Sales Unit
June 2022: Managing Executive Officer
June 2025: Director (current position)



Takumi Aoki
Director
In charge of Food Business and Health Care Business

Tenure as director	1st year
Number of shares held	3,000 shares

April 1988: Joined the Company
June 2014: Kita-Kanto Branch Office Head
April 2017: Sendai Branch Office Head
April 2019: General Manager, Food Service Unit
July 2019: Executive Officer
June 2022: Managing Executive Officer
June 2026: Director (current position)



Shinichi Hirano
Outside Director

Tenure as director	6 years
Attendance at Board of Directors meetings	17/17
Number of shares held	2,000 shares

April 1979: Joined Asahi Breweries Company, Ltd. (now Asahi Group Holdings, Ltd.)
July 2011: Managing Director and General Manager of Sales Division of Asahi Breweries, Ltd.
March 2013: Senior Managing Director and General Manager of Sales Division
March 2015: Director and Vice President
March 2016: President and Representative Director
January 2020: Outside Director of GiG Works Inc. (current position)
June 2020: Outside Director, Audit and Supervisory Committee Member of Sinko Industries Ltd.
June 2021: Outside Director of the Company (current position)
June 2022: Outside Director of Sinko Industries Ltd. (current position)

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
▶ Management Team
Skills Matrix
Dialogue Between Outside Directors
Corporate Governance
Risk Management
Compliance
Data



Takehiko Makinodan

Director
Full-time Audit and Supervisory Committee Member

Tenure as director	2 years
Attendance at Board of Directors meetings	14/14
Attendance at Audit and Supervisory Committee meetings	10/10
Number of shares held	10,000 shares

April 1986: Joined the Company
April 2015: Factory Head, Chiba Factory
June 2019: General Manager, Production Unit No. 2
July 2019: Executive Officer
April 2022: General Manager, Production Planning and Development Unit
April 2024: General Manager, Quality Assurance Unit
June 2025: Director, Full-time Audit and Supervisory Committee Member (current position)



Satoshi Fujinaga

Outside Director
Full-time Audit and Supervisory Committee Member

Tenure as director	10 years
(12 years when term as outside corporate auditor is included)	
Attendance at Board of Directors meetings	17/17
Attendance at Audit and Supervisory Committee meetings	14/14
Number of shares held	5,000 shares

April 1985: Joined Takeda Pharmaceutical Company Limited
October 2002: Product Manager, Product Management Department, Pharmaceutical International Division
January 2009: Executive Vice President of Takeda Pharmaceuticals Asia Pte. Ltd.
April 2012: Executive Vice President of Takeda Pharmaceuticals (Asia Pacific) Pte. Ltd.
April 2015: Manager, Corporate Planning Department of Takeda Pharmaceutical Company Limited
June 2015: Outside Corporate Auditor of the Company
June 2017: Outside Director, Full-time Audit and Supervisory Committee Member (current position)



Towa Sueyoshi

Outside Director
Audit and Supervisory Committee Member

Tenure as director	10 years
(12 years when term as outside corporate auditor is included)	
Attendance at Board of Directors meetings	17/17
Attendance at Audit and Supervisory Committee meetings	14/14
Number of shares held	4,000 shares

October 2001: Registered as an attorney-at-law
Joined Sakura Sogo Law Office
October 2014: Civil Conciliator, Chiba Summary Court
June 2015: Outside Corporate Auditor of the Company
April 2016: Joined Mukai Law Office (current position)
June 2017: Outside Director, Audit and Supervisory Committee Member of the Company (current position)
July 2022: Public Member, Chiba Prefectural Labor Relations Commission (current position)



Wataru Sueyoshi

Outside Director
Audit and Supervisory Committee Member

Tenure as director	6 years
Attendance at Board of Directors meetings	17/17
Attendance at Audit and Supervisory Committee meetings	14/14
Number of shares held	0 shares

April 1983: Registered as an attorney-at-law
Joined Mori Sogo (currently Mori Hamada & Matsumoto)
April 2007: Founded STW & Partners (currently SHIOMIZAKA); Partner
July 2014: Member of Subdivision on Copyrights of the Council for Cultural Affairs, Ministry of Education, Culture, Sports, Science and Technology
June 2016: Outside Director of Hitachi Capital Corp. (currently Mitsubishi HC Capital Inc.)
January 2020: Founded Sueyoshi & Sato; Partner (current position)
June 2021: Outside Director, Audit and Supervisory Committee Member of the Company (current position)
June 2023: Outside Director of Mitsubishi Estate Co., Ltd. (current position)



Ayumi Ujihara

Outside Director
Audit and Supervisory Committee Member

Tenure as director	4 years
Attendance at Board of Directors meetings	17/17
Attendance at Audit and Supervisory Committee meetings	14/14
Number of shares held	0 shares

April 1984: Joined BROTHER INDUSTRIES, LTD.
March 1994: Joined Itoh Audit Firm
April 2000: Joined Tokai Local Finance Bureau as a financial securities inspector
July 2003: Joined ChuoAoyama Audit Corporation
August 2006: Joined PricewaterhouseCoopers Aarata (currently PricewaterhouseCoopers Japan LLC)
July 2015: Partner
July 2022: Representative of Ayumi Ujihara CPA office (current position)
March 2023: Audit & Supervisory Board Member (Outside), Yamaha Motor Co., Ltd. (current position)
May 2023: Partner of Kagayaki Audit Corporation (current position)
June 2023: Outside Director, Audit and Supervisory Committee Member of the Company (current position)
Outside Director, Audit & Supervisory Committee Member of Makita Corporation (current position)

Managing Executive Officers



Shinichi Koyama

In charge of Administration (Intellectual Property), Logistics, and Quality Assurance



Takeo Yotsuzuka

In charge of Production and Procurement

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Management Team
Skills Matrix
Dialogue Between Outside Directors
Corporate Governance
Risk Management
Compliance
Data

Skills Matrix

Our corporate governance guidelines delineate the people we require as directors, and we are committed to ensuring overall balance, diversity, and scale.

The skills matrix shows the knowledge, experience, and abilities of directors spread across 10 categories, taking into account their relevance to our material issues.

Director Skill Sets and Relevance to Material Issues

Skills	Material issues: Technology-Based Value Creation: Create value through research and development	Technology-Based Value Creation: Provide safe and reliable products	Technology-Based Value Creation: Contribute to health and a rich dietary life	Contributing to the Global Environment: Address climate change	Contributing to the Global Environment: Contribute to the transition to a circular economy	Well-Being for People and Society: Build a resilient supply chain	Well-Being for People and Society: Promote diversity and inclusion	Well-Being for People and Society: Provide a safe and healthy working environment	Type of skills
Corporate management	○	○	○	○	○	○	○	○	Experience as a representative of the Company, its subsidiaries, or other companies
Global		○	○			○			Experience as a representative or auditor of an overseas subsidiary of the Company, and experience as a department head or corporate officer in charge of an overseas-related department
Legal affairs and risk management		○		○		○		○	Attorney-at-law, etc., with knowledge of laws relevant to certified professional services, and experience as a department head, audit and supervisory committee member, or corporate officer in charge of a related department
Finance and accounting				○	○	○			Certified tax accountant, certified public accountant, etc., with knowledge of finance and accounting, and experience as a department head or corporate officer in charge of an accounting-related department
Human resources and general affairs					○		○	○	Experience in execution of authority pertaining to human resources or facility management, and experience as a department head or corporate officer in charge of human resources or general affairs at the Company or other companies
Sustainability and ESG				○	○	○	○	○	Experience participating in internal committees related to sustainable business operations, and experience as department head or corporate officer in charge of a related department
Sales and marketing		○	○			○			Experience as a department head or corporate officer in charge of a department related to production, procurement, sales, development, quality control, etc.
Development	○	○	○	○	○				
Production and procurement	○	○	○	○	○	○			
Quality assurance	○	○	○			○			

Skills Matrix

Note: Of the professional skills and experiences of each person, particularly strong ones are marked with a double circle (◎).

Name	Responsibility	Skills: Corporate Management	Global	Legal Affairs and Risk Management	Finance and Accounting	Human Resources and General Affairs	Sustainability and ESG	Sales and Marketing	Development	Production and Procurement	Quality Assurance	Expertise
Kazuhiko Yamaki	Chairman and Director	◎	○	○		◎	◎	◎				
Tsutomu Mochizuki	President and Representative Director	◎	◎	○		◎	◎	◎	○	◎		
Nobuo Dotsu	Senior Managing Director and Representative Director	◎		○		◎	○	○	◎	○	○	
Takahiro Tomitori	Managing Director			○	◎		◎					
Masaaki Nakano	Director		◎					◎	○			
Takumi Aoki	Director							◎	○			
Shinichi Hirano	Outside Director	◎	◎			◎		◎				
Takehiko Makinodan	Director, Full-time Audit and Supervisory Committee Member		◎	◎						◎	◎	
Satoshi Fujinaga	Outside Director, Full-time Audit and Supervisory Committee Member	◎	◎	◎		◎						Pharmacist
Towa Sueyoshi	Outside Director, Audit and Supervisory Committee Member			◎								Attorney-at-Law
Wataru Sueyoshi	Outside Director, Audit and Supervisory Committee Member			◎								Attorney-at-Law
Ayumi Ujihara	Outside Director, Audit and Supervisory Committee Member		○	◎	◎		◎					CPA
Shinichi Koyama	Managing Executive Officers		○	○			○			◎	○	
Takeo Yotsuzuka	Managing Executive Officers	○	◎				○			◎		

Introduction

Present and Future of Riken Vitamin

Value-Creating Strategy

Governance

Management Team

Skills Matrix

Dialogue Between Outside Directors

Corporate Governance

Risk Management

Compliance

Data

Dialogue Between Outside Directors



We will increase the effectiveness of the Board of Directors and support acceleration of overseas development and medium- to long-term improvement of corporate value

Outside directors Satoshi Fujinaga and Shinichi Hirano discussed the effectiveness of the Board of Directors, the evolution of governance, the new leadership, growth strategy for overseas business, and expectations for President Mochizuki.

Make improvements through effectiveness evaluations, and aim to realize Board of Directors meetings where outside directors can exchange views openly

Fujinaga: Regarding this theme, I evaluate the Company's governance as being at a high level as a whole from various angles, such as the way the Board of Directors is operated, the way outside directors are involved, and the nomination and compensation systems. Effectiveness evaluations have been conducted continuously, and in an evaluation by an external organization for FY2025, the Company was highly evaluated compared to other companies. I think that in terms of effectiveness, it is favorable on the whole, although there are still issues remaining.

Hirano: Besides Fujinaga's evaluation, I place importance on an environment where members can express their opinions in a free and open-minded manner. As information is limited for outside directors

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Management Team
Skills Matrix
▶ Dialogue Between Outside Directors
Corporate Governance
Risk Management
Compliance
Data

compared to the business execution side, outside persons sometimes have doubts about what is considered a given within the Company. For such doubts, persons on the business execution side explain carefully and carry out many discussions. This leads to shareholders' better understanding. I feel that this process works properly.

Fujinaga: In fact, at Board of Directors meetings, persons on the business execution side respond sincerely to various opinions and questions. The atmosphere is open but appropriately tense. I consider it a constructive tension. I think that such an environment supports the present governance system.

Hirano: It is important to not only develop a system but also see whether it actually works. Riken Vitamin has a culture of having many discussions between outside directors and the business execution side. I feel that outside directors have been able to be involved in decision making practically, not formally.



Visit to a production site



Discussion on the medium-term management plan

Fujinaga: The year 2015, when I took office as an auditor, was just the time when the corporate governance code came into use. When effectiveness evaluations were introduced, there were many opinions about basic matters such as how to share information with outside directors and how to prepare materials. As a result of responding to each of such opinions and making improvements, many of them are now solved. With the Company's transition in 2017 to a company with an Audit and Supervisory Committee, more authority was transferred to the business execution side, and the Board of Directors became able to focus on more important themes. I think that the Board of Directors has evolved steadily over the past 10 years, during which the PDCA cycle has been followed through effectiveness evaluations.

The roles of the Nomination Committee and the Compensation Committee are also important. In Riken Vitamin, both committees are made up of a majority of outside directors and also chaired by an outside director. As officer compensation has been managed in accordance with the committee guidelines, I think that a highly transparent structure has been established.

FY2025 marked the first step for a new structure that learns lessons from the past and puts governance reforms into practice

Fujinaga: The issue of inappropriate accounting, revealed in 2020, of Qingdao Fusheng Foodstuffs, a former subsidiary of Riken Vitamin, is unavoidable in talking about the current governance. This was an extremely important event for Riken Vitamin and significantly affected subsequent management and governance.

Hirano: I took office in June 2021, and just before that, Riken Vitamin sold off Qingdao Fusheng Foodstuffs at 1 yuan (about ¥17 at the time). I rate this sale very highly. Generally, it is often regarded as "why such a price?" but considering the systems and business environments in China, it was a very reasonable and speedy decision. In China, it is difficult to close a company in an agile way, and options other than selling are sometimes impractical. It was an extremely appropriate business decision in that Riken Vitamin determined its direction while preventing the problem from being prolonged.

Fujinaga: At the time, Riken Vitamin considered various choices and was aware that selling was the best choice. However, it was unclear if it could be accomplished fully, because other parties were involved. Even so, Riken Vitamin tried while exploring possibilities, and as a result, the sale was realized in a short period of time. Through this experience, the management team and the Board of Directors came to understand, from real experience, the importance of transparency and checks and balances. As a result, they came to more deeply share the significance of matters that the corporate governance code requires.

Hirano: I also share that feeling. The issue of Qingdao Fusheng Foodstuffs was an unusual case, but the experience has undoubtedly led to the current governance enhancement. At the same time, I think that the balance between accelerating and braking is also important. At the time, it was a situation where Riken Vitamin should brake first, but it was not enough for the



company to grow. The capital market also has high expectations for the company's earning power and future growth potential. From now on, it matters how the company accelerates toward growth at a level exceeding such expectations while ensuring that governance works effectively. Achieving both will become increasingly important.

Fujinaga: Based on such experience, the medium-term management plan started under new leadership. I think that an important theme from now on is to develop governance that supports continued growth.

Hirano: I got the impression that it was a steady start as the first year of the new leadership. Chairman Yamaki played a major role in system transformation including the response to Qingdao Fusheng Foodstuffs, and his decision to operate business cautiously at first is fully understandable. However, Riken Vitamin still has great growth potential, and the coming second and third years will be when its true worth is put to the test.

How can Riken Vitamin translate its unique strengths into growth through investment in overseas business, human resources, and R&D?

Fujinaga: The point I will be monitoring most closely is the overseas business. How to develop the solution

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Management Team
Skills Matrix
▶ Dialogue Between Outside Directors
Corporate Governance
Risk Management
Compliance
Data

business in the overseas market will be an important theme in achieving growth. The solution business offers solutions to customers and is a strength of Riken Vitamin. Currently, Riken Vitamin is promoting structural reinforcement; for example, it has established sales companies in Thailand and Vietnam, and changed its location in the United States to Plano, Texas. From now on, I will be carefully observing how Riken Vitamin optimizes these efforts and connects them to actual results.

Hirano: I also see overseas business as the most important theme. Riken Vitamin is known for its general consumer products, but actually, its advantage lies in the B2B business, such as for improving agents. Unlike the B2C business, the B2B business does not require spreading its own brand at a large advertising cost. As such, it is easy to enter any market through solutions to problems of target companies, and I regard this business as being very suitable for overseas expansion.

Fujinaga: For expansion of overseas business, it is also indispensable to secure and develop human resources. Human resources and investments should go hand in hand, as discussed in effectiveness evaluation. For both, it is difficult to yield favorable results in a short period of time, and therefore I think that it is necessary to continue efforts from a long-term perspective.

Hirano: Investment in human resources is indispensable, but continuing it requires that sales and profits will increase, with the company continuing to grow. Investment in human resources and growth are two sides of the same coin. Capital investment is also the same. Productivity improvement is linked directly with enhancement of competitiveness; for example, renewing factories into state-of-the-art manpower-saving factories where workers are substantially reduced. I also have great expectations for research and development. Riken Vitamin has promising research themes. However, it is not enough only to produce research results. It is important to commercialize them and link them to business growth. The accumulation of product delivery to the market in cooperation with not only research and development departments but also sales and production departments will lead to corporate growth.



Fujinaga: There are many themes that lead to sustainability, including seaweed research and blue carbon. How to link the results of such research to business is also an important point.

Hirano: Specialty technologies and products that other companies cannot copy will increase the ability to make proposals and competitiveness. I expect Riken Vitamin to polish value that only Riken Vitamin can create without fear of failure, while making steady investments in research and development, human resources and overseas business.

Help President Mochizuki, a leader that leads the growth of overseas business, take on challenges in order to contribute to corporate value improvement

Fujinaga: For the election of president in 2025, careful discussions were made at the Nomination Committee as well. At that time, the Medium-Term Management Plan was being formulated, and there was a recognition that the growth of overseas business was indispensable for future growth. In that process, the then President Yamaki (currently Chairman and Director) made a proposal to hand the baton to Mr. Mochizuki, who had been responsible for building the foundations of our overseas business for many years. As a result of discussions, it was determined that leadership succession at that time was appropriate.

Hirano: Looking back, I think that a suitable person was selected. Considering the future, it is absolutely necessary to raise the ratio of overseas business to nearly 30%. The selection of President Mochizuki, who is most knowledgeable about overseas business and can make speedy decisions, was a reasonable decision.

Fujinaga: One year has passed since the start of the new leadership. President Mochizuki has been able to convey consistent messages based on abundant knowledge and a deep understanding of Riken Vitamin's business. I evaluate response to changes as being very speedy despite a tough business environment. What I expect from now on is for him to convey Riken Vitamin's technologies, results of research and development, and the growth story of overseas business to society more clearly. How to clearly explain strengths and growth potential to stakeholders is an important theme. With domestic market growth being limited due to population decline, it is required to show a growth story including challenges to overseas expansion and new areas.

Hirano: I also strongly feel the importance of conveying information. No matter how superior technology and strategy may be, it is meaningless if they are not properly reflected in market expectations and corporate value improvement. It is important to accurately convey growth strategy and commercialization of research and development to the market and deepen understanding of the significance of investments.

Fujinaga: In the Medium-Term Management Plan, it is planned to make investments of ¥25.0 billion over three years. How to make investments with a sense of speed depends squarely on the leadership of President Mochizuki. I have great expectations for how he makes decisions while looking at changes in the business environment. As an outside director, I myself will continue to make necessary suggestions.

Hirano: The role of an outside director is not just to pull the brake. The PBR of the Company still remains at a level of around 1, which needs to be raised to over 1 in a stable manner, and then to a higher level. I will always be conscious of the cost of capital and sometimes express serious opinions so that the Company's potential is fulfilled. In this way, I will help tackle challenges to growth.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Management Team
Skills Matrix
Dialogue Between Outside Directors
Corporate Governance
Risk Management
Compliance
Data

Corporate Governance

Riken Vitamin aims to achieve sustainable growth and increase its corporate value over the medium to long term through business activities based on its Management Philosophy. In order to achieve this goal, our basic approach to corporate governance is to establish a system that enables prompt, decisive, and risk-conscious decision-making, and to strive to earn the trust of shareholders and various other stakeholders.

Evaluation of Board of Directors Effectiveness

Riken Vitamin evaluates the effectiveness of the Board of Directors every year based on self-evaluations of directors in order to increase the effectiveness of the Board of Directors, with a view to achieving continued growth and corporate value improvement.

We conducted an evaluation for FY2025 using an external organization in the ways described below, and determined that the effectiveness of the Board of Directors was generally secured. We also confirmed that the Nomination Committee and the Compensation Committee were properly operated and that information sharing between the committees and the Board of Directors will be further strengthened in the future.

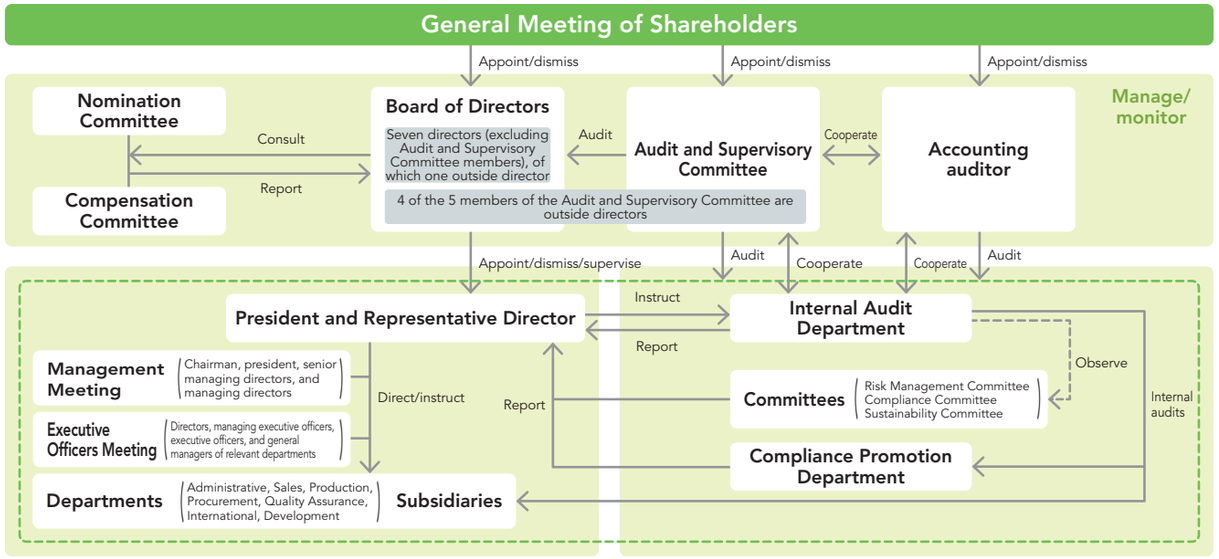
● Evaluation Method

1. Conducted an anonymous survey intended for all directors during the period from January to February 2026
2. In February 2026, an external organization conducted individual interviews with nine directors (of which five members are outside directors)
3. Based on the collected results reported by the external organization, analysis, discussion, and evaluation were conducted at the Board of Directors meeting held on May 13, 2026

Key points of the survey and individual interview

1. What the Board of Directors should be
2. Composition of the Board of Directors
3. Operation of the Board of Directors
4. Discussion of management strategies, etc.
5. Internal control and risk management
6. Nomination and compensation (including evaluation of the effectiveness of the Nomination and Compensation Committees)
7. Support system for directors

● Governance Framework (As of June 23, 2026)



● Evaluation Results

Particularly highly rated items

- Free and open-minded discussion at Board of Directors meetings
- Sufficient information provision for outside directors through facility visits inside and outside Japan, and participation in internal presentation programs
- Strong compliance awareness

Evaluation of issues up to the previous fiscal year

Issues

1. Allocation of management resources from the perspective of total optimization
2. Appropriate supervision of the present state of human resource strategies
3. Continuing consideration of the diversity of the Board of Directors

Evaluation

- Discussion has progressed steadily through sharing of understanding among the members of the Board of Directors and appropriate selection of topics.
- As for the allocation of management resources, some positive results have been seen, including discontinued production of commodities aimed at chemical products in China.

Key themes that should be discussed more in the future

1. Making the investment plan concrete
2. Monitoring new human resource policies

Reason for selection

- It is necessary to focus on more urgent and concrete issues to make decisions quickly and decisively.
- The ¥25.0-billion investment plan set in Medium-Term Management Plan 2027, especially the reconstruction of production systems, is an urgent issue. Discussion on its details and timing, and expected returns should be accelerated.
- Human resource policies are directly related to corporate value improvement. Therefore, the status and progress of deliberations on the execution side must be appropriately supervised. In making the investment plan concrete, it is absolutely necessary to secure human resources.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Management Team
Skills Matrix
Dialogue Between Outside Directors
Corporate Governance
Risk Management
Compliance
Data

Officer Compensation

Policy for Determining Officer Compensation

The following policy for determining officer compensation is based on a resolution of the Board of Directors of Riken Vitamin made at a meeting on February 25, 2021.

1. The officer compensation system shall be designed to motivate officers to contribute to sustainable growth and medium- to long-term improvement of corporate value.
2. Officer compensation shall be limited to the total compensation determined by resolution of the General Meeting of Shareholders. The Board of Directors shall determine compensation for directors pursuant to deliberation by the Compensation Committee, which shall comprise a majority of outside directors.
3. Compensation for directors shall be determined and paid according to the standard for their positions and based on maximum employee compensation. Standard compensation for each position shall be determined after comprehensively considering factors including general industry standards, business performance, individual contribution, and comparative relationship with employee compensation.

Process for Determining Officer Compensation

The process for determining officer compensation shall be objective and transparent. The Compensation Committee, which is an advisory body to the Board of Directors, shall deliberate on proposed compensation from a variety of perspectives including consistency with the policy for determining compensation, and report its findings to the Board of Directors. The Board of Directors shall give due consideration to this report and approve compensation for officers individually.

Compensation System for Outside Directors

Outside directors shall be paid fixed compensation only.

Compensation System for Directors on the Audit and Supervisory Committee

Directors on the Audit and Supervisory Committee only receive fixed compensation, and they determine individual compensation through discussion among themselves.

Compensation System for Directors (Excluding Audit and Supervisory Committee Members)

Makeup of Compensation (Assumes Payout Rate of 100% When Targets Are Met)



Fixed compensation

Comprehensive consideration of factors including business performance, employee compensation increases, individual contribution, officer tenure, comparative relationship to employee compensation, variance among positions and prevailing norms.

Bonuses

Total bonus compensation shall be calculated by multiplying baseline bonus as per the above compensation policy using a coefficient that represents the percentage of performance targets achieved. This coefficient shall be the midpoint between the percentage of the targets achieved (as set in the medium-term management plan and for each fiscal year) for consolidated operating profit and profit attributable to owners of parent.

Performance-linked share compensation

Eligible officers receive point awards based on the percentage of business performance targets achieved for each fiscal year. Upon retirement, directors receive Riken Vitamin shares according to the cumulative number of points awarded.

Point calculation formula: (Amount of share compensation determined by position ÷ Average unit price of Riken Vitamin shares acquired by the Trust) × Performance-linked coefficient*

* The performance-linked coefficient ranges from 0% to 200% according to the percentage of the targets achieved (as set in the medium-term management plan and for each fiscal year) for consolidated operating profit and net income attributable to owners of parent.

Total Director Compensation (FY2025)

Officer category	Total compensation (millions of yen)	Total compensation by type (millions of yen)			Number of eligible officers
		Fixed compensation	Performance-based compensation		
			Bonuses	Non-Monetary Compensation	
Directors (Excluding directors on the Audit and Supervisory Committee)	232	174	47	10	7
(of whom, outside directors)	9	9	—	—	1
Directors on the Audit and Supervisory Committee	69	69	—	—	6
(of whom, outside directors)	51	51	—	—	4

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Management Team
Skills Matrix
Dialogue Between Outside Directors
Corporate Governance
Risk Management
Compliance
Data

Risk Management

We have established a risk management framework to appropriately address potential material risks related to our business. Under this framework, we work to prevent risks from arising during normal operations and in the event of a management crisis. We also strive to protect the Group's assets, ensure operational effectiveness and management efficiency, and maintain the credibility of the Group.

System for Identifying and Monitoring Material Risks

We have identified nine main risks that we believe have the potential to have a material impact on the Group's financial position, operating results, and cash flows.

- Market fluctuation risks
- Exchange rate fluctuation risks
- Natural disaster risks
- Safety risks
- Intellectual property right risks
- Regulatory risks
- Raw material procurement risks
- Information and management system risks
- Overseas business risks



Risk Management Committee	
Chairperson	Director in charge of general affairs
Members	Riken Vitamin general managers (excluding the General Manager of the Internal Audit Department), presidents of affiliated companies, and others deemed necessary
Secretariat	General Affairs Department
Number of meetings	3 (FY2025)

Business Continuity Plan

The Riken Vitamin Group is working to prepare a business continuity plan (BCP) to continue its business. In recent years, risks that affect business continuity, such as cyberattacks, have been increasing and becoming more complex in addition to climate change and geopolitical risks. As such, we started drastic revisions of the BCP in FY2025 with support from outside experts.

As part of such efforts, in FY2026, we are strengthening response to cyber risks and establishing a system for continuing business on the assumption that system failures and information security incidents can occur. We will continue to try to improve effectiveness and develop a system that minimizes impacts on business in the event of a crisis.

Safety Confirmation Drills

We have introduced a safety confirmation system for quickly determining the safety of employees and the extent of damage in the event of a natural disaster such as a large-scale earthquake. For all employees, we conduct a safety confirmation drill twice a year so that the system works properly in the event of emergency. We try to raise awareness of disaster prevention and establish the practice.

In the drills in the past two years, the response rate was 97% or higher. We will continue to try to improve effectiveness through continuing drills and strengthen a system that allows us to respond quickly and appropriately in the event of a disaster.

Timing	1st half of FY2024	2nd half of FY2024	1st half of FY2025	2nd half of FY2025
Response rate	96.8%	99.6%	99.4%	97.0%

Response to Web Risks

In an environment where information on a company is spread in an instant as a result of the spread of social media, the Riken Vitamin Group is promoting initiatives to reduce web risks. We have formulated our social media policy, which specifies the code of conduct and basic rules to follow when using social media services, and posted it on our website.

As part of employee education, the Riken Vitamin Group's Code of Conduct stipulates acts based on adult responsibility and high ethical standards, and appropriate management and protection of personal and confidential information, etc. In a compliance study session conducted at each workplace, employees do a read-through of the Code of Conduct periodically to raise risk awareness and ensure that appropriate actions become established.

In addition, we have introduced a web risk monitoring system that continuously monitors posts and information on us on social media services so that we can detect backlash risks of harmful rumors and inappropriate posts early.

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Management Team
Skills Matrix
Dialogue Between Outside Directors
Corporate Governance
Risk Management
Compliance
Data

Compliance

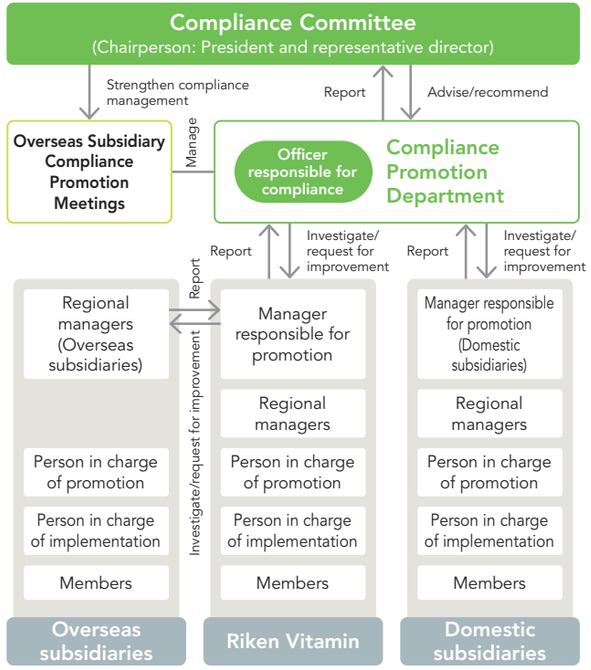
In addition to establishing a Code of Conduct as a practical standard for compliance, the Group has also created a Compliance Program as its compliance management system, and conducts ongoing education and awareness-raising activities for all members in accordance with that program.

Code of Conduct Learn more

Promotion Framework

We have established a Compliance Committee (chaired by the president and representative director), which conducts quarterly assessments to ensure that the system is being properly maintained. In addition, each unit has placed people in positions responsible for promoting compliance and implementing compliance activities as well as maintaining and improving compliance awareness. We also work to strengthen collaboration with overseas subsidiaries through Overseas Subsidiary Compliance Promotion Meetings.

● **Compliance Framework**



Education and Awareness

In the Riken Vitamin Group, people in charge of implementing compliance activities hold regular compliance study sessions, and provide compliance training and distribute educational materials to improve compliance awareness. We also conduct an annual compliance awareness survey at Group companies in Japan and overseas, as a means of monitoring implementation and understanding of the Code of Conduct.

Use of compliance e-learning

As part of our efforts to strengthen Group governance, we used an e-learning system in FY2025 to promote compliance education throughout the Group, including overseas subsidiaries. Through the system, we delivered a message from top management, and participants reaffirmed their commitment to complying with the Code of Conduct. We will continue to enhance compliance education using methods suited to the content and participants.

New Employees	Managers	Executives
New employee training Topics: Compliance and social media risks, etc. Number of participants: 40 Note: Includes an oath of compliance with the Code of Conduct.	**Training for newly appointed managers** Topics: Harassment (case studies and response procedures), etc. Number of participants: 29	
	Compliance training session Topics: Compliance management needed today —toward sustainable development of organizations Number of participants: 352 (incl. presidents of domestic and overseas subsidiaries)	
Compliance study sessions		
Compliance awareness surveys Main survey questions: Holding of compliance study sessions, psychological safety in the workplace and awareness of hotline Responses: 1,885 (93.1%) Scope: Riken Vitamin Group		

Internal Whistleblower System

To provide an environment where employees and stakeholders can raise concerns with confidence, the Group operates the Corporate Ethics Hotline that can be used to consult on issues such as harassment, compliance violations and violations of the Code of Conduct. There are three channels: internal and external contact points, a global contact point that supports local languages, and an Audit and Supervisory Committee contact point that is independent from the business execution line. To ensure privacy, consultations can be made anonymously, and we have established internal regulations to ensure that those who make use of the system are not subjected to disadvantageous treatment. Upon receiving a report, the Compliance Promotion Department takes the lead in investigating the facts and identifying causes. If a violation or other misconduct is confirmed, we take corrective action promptly and work to prevent its recurrence.

To prevent harassment of job seekers in recruitment activities, we have also established a job-seeker harassment consultation desk, with the Human Resources Department as the point of contact.

● **Flow of consultation and reporting**



● **Number of Reports and Cases of Disciplinary Action**

	Type	FY2023	FY2024	FY2025
Number of reports	Harassment	8	5	12
	Workplace environment	4	3	2
	Bribery and abuse of a superior bargaining position	0	0	0
	Other	1	1	12
Disciplinary action	Reprimand or pay cut	0	0	2
	Suspension from work, removal from position, or reduction in grade	0	0	0
	Recommended resignation or disciplinary dismissal	0	0	0

Scope: Riken Vitamin Group

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Management Team
Skills Matrix
Dialogue Between Outside Directors
Corporate Governance
Risk Management
Compliance
Data

10-Year Financial and Non-Financial Summary

Riken Vitamin has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) since the beginning of FY2021.

	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Operating results											
Net sales	Millions of yen	87,181	89,515	89,024	82,974	77,722	79,231	88,750	91,484	95,582	96,300
Operating profit	Millions of yen	6,820	5,424	4,580	5,307	1,367	5,840	7,158	9,371	8,724	6,900
Ordinary profit	Millions of yen	6,248	4,587	4,388	5,045	1,652	6,182	7,723	10,296	9,417	7,704
Profit (loss) attributable to owners of parent	Millions of yen	4,089	4,800	2,623	(8,933)	(1,618)	21,582	6,414	8,755	9,388	7,035
Financial position											
Total assets	Millions of yen	109,342	110,994	109,706	101,853	106,535	102,660	105,223	118,776	112,999	116,387
Net assets	Millions of yen	53,611	58,919	59,229	46,789	46,674	66,539	71,371	76,643	79,200	83,379
Cash flows											
Cash flows from operating activities	Millions of yen	8,126	5,753	6,689	5,850	7,660	6,823	7,835	10,451	7,892	5,963
Cash flows from investing activities	Millions of yen	(3,080)	(1,617)	(3,388)	(4,282)	(2,322)	(3,661)	(2,034)	(554)	353	1,747
Cash flows from financing activities	Millions of yen	(1,881)	(5,869)	(2,490)	(3,051)	(180)	(7,565)	(4,578)	(7,084)	(9,965)	(8,040)
Cash and cash equivalents at end of period	Millions of yen	16,207	14,488	15,157	13,604	18,655	15,064	16,656	20,141	18,835	19,131
Per share data											
Earnings (loss) per share	Yen	127.50	146.94	80.04	(272.48)	(49.36)	657.98	195.51	268.44	310.08	238.19
Net assets per share	Yen	1,670.30	1,783.14	1,792.07	1,411.87	1,407.47	2,027.84	2,174.39	2,523.84	2,649.95	2,855.29
Dividends per share	Yen	33.00	35.50	40.50	42.00	42.00	46.00	59.00	81.00	94.00	110.00
Dividend payout ratio	%	25.9	24.2	50.6	—	—	7.0	30.2	30.2	30.3	46.2
Financial indicators											
Equity ratio	%	48.5	52.7	53.5	45.5	43.3	64.8	67.8	64.5	70.1	71.6
Profit attributable to owners of parent/equity (ROE)	%	6.4	8.6	4.5	—	—	38.3	9.3	11.8	12.1	8.7
Price-earnings ratio (PER)		15.8	14.0	21.9	—	—	2.5	9.8	9.6	7.8	12.1
Non-financial indicators (non-consolidated)											
Number of employees (as of March 31)		923	935	945	934	942	958	957	966	997	1,016
Employees by gender	Male	725	735	741	729	737	738	735	736	757	764
	Female	198	200	204	205	205	220	222	230	240	252
Greenhouse gas (GHG) emissions (Group) Scope 1	$t\text{-}CO_2\text{-}eq$	—	—	37,052	40,315	40,096	39,901	35,245	31,999	38,459	35,737
Greenhouse gas (GHG) emissions (Group) Scope 2 (Market-based method)	$t\text{-}CO_2\text{-}eq$	—	—	47,533	44,055	40,392	40,490	25,245	22,939	25,944	22,313
Greenhouse gas (GHG) emissions (Group) Scope 2 (Location-based method)	$t\text{-}CO_2\text{-}eq$	—	—	48,902	45,490	41,784	42,783	40,826	38,827	41,498	39,137
Total waste generation	t	4,041	3,981	3,853	3,506	3,557	3,960	4,304	3,956	3,889	3,776
Food waste recycling rate	%	95.0	96.7	95.7	94.7	92.2	93.5	94.5	95.2	94.4	93.8
Water usage	1,000 kL	464	422	400	381	386	374	383	386	378	378

Note: The Company conducted a 2-for-1 stock split of its common stock, effective April 1, 2020. Per share data above is adjusted for the stock split.

Introduction

Present and Future of Riken Vitamin

Value-Creating Strategy

Governance

Data

10-Year Financial and Non-Financial Summary

Share Information

Corporate Data

Share Information (As of March 31, 2026)

Basic Share Information

Total number of authorized shares: 160,000,000

Total number of issued shares: 30,705,100

Number of shareholders: 45,106

Stock listing: Tokyo Stock Exchange, Prime Market

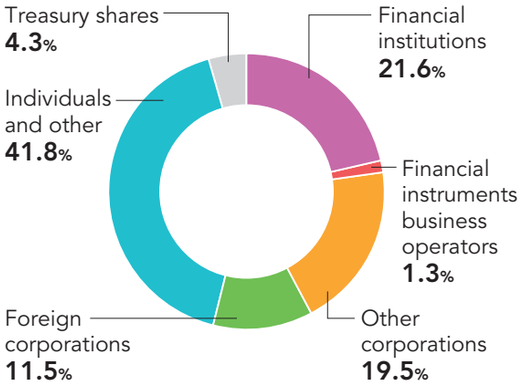
Stock code: 4526

Shares per unit: 100

Shareholder registry administrator: Mitsubishi UFJ Trust and Banking Corporation

Accounting auditor: KPMG AZSA LLC

Composition of Shareholders

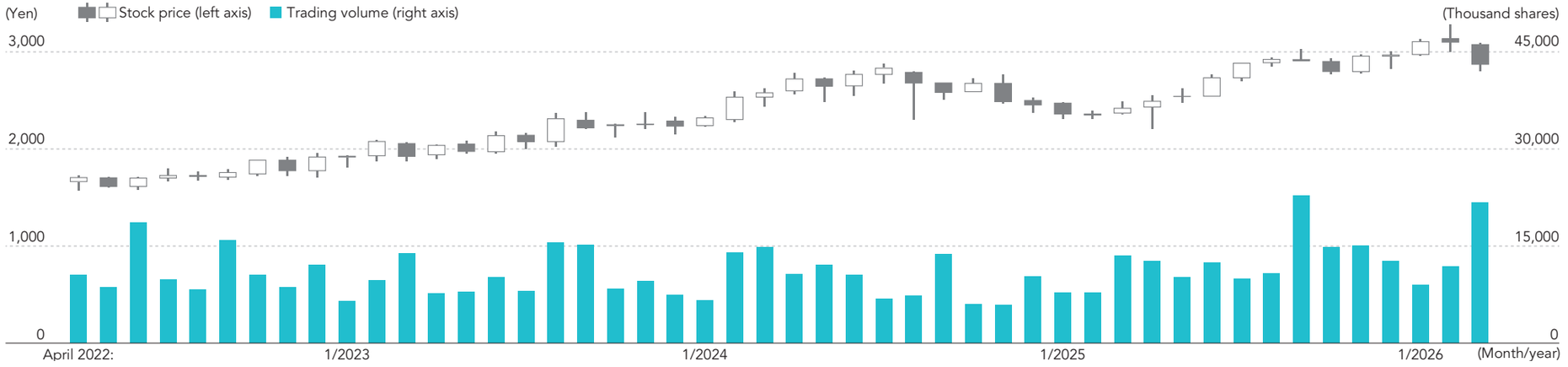


Major Shareholders

Name	Shares held (thousand)	Shareholding ratio
Riken Vitamin Business Partners' Shareholding Association	3,351	11.40
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,803	6.13
The Master Trust Bank of Japan, Ltd. (Retirement Benefit Trust Account, Miyoshi Oil & Fat Co., Ltd.)	1,080	3.67
Riken Vitamin Employees' Shareholding Association	772	2.62
Sumitomo Life Insurance Company	726	2.47
Mizuho Bank, Ltd.	693	2.36
Asahi Mutual Life Insurance Company	438	1.49
Custody Bank of Japan, Ltd. (Trust Account)	425	1.44
Shimizu Shokuhin Kaisha, Ltd.	355	1.21
Mitsubishi UFJ Trust and Banking Corporation	336	1.14

Notes: 1. For the shareholding ratio, all numbers after the second decimal place are discarded.
2. The Company holds 1,329,000 shares of treasury stock, which are excluded from the major shareholders listed above. The 1,329,000 shares of treasury stock do not include the 187,000 shares of the Company's stock held by the Executive Compensation Board Incentive Plan (BIP) Trust and the Stock Grant Employee Stock Ownership Plan (ESOP) Trust.
3. The shareholding ratio does not include treasury shares.

Stock Price and Trading Volume



Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Data
10-Year Financial and Non-Financial Summary
Share Information
Corporate Data

Corporate Data (As of March 31, 2026)

Corporate Profile

Trade name		RIKEN VITAMIN CO., LTD.
Head office address		1-6-1 Yotsuya, Shinjuku-ku, Tokyo, 160-0004, Japan
Establishment		August 1949
Capital		¥2,537 million
Number of employees		1,016 (consolidated: 1,887)
Business		Production and sale of household and commercial foods, processed food ingredients, food-improving agents, chemical-improving agents, and vitamins
Business sites in Japan	Business and sales locations	Head Office; Saitama Office; Osaka Branch Office; Sapporo Branch Office; Sendai Branch Office; Nagoya Branch Office; Fukuoka Branch Office; Eiken Shoji Co., Ltd.; Shinken Sangyo Co., Ltd.
	Production facilities	Soka Factory; Chiba Factory; Tokyo Factory; Kyoto Factory; Osaka Factory; Riken Food Co., Ltd.; Kenseido Co., Ltd.; Sunny Packaging Co., Ltd.
	Research and development bases	Application & Innovation Center
	▶ https://www.rikenvitamin.jp/en/corporate/domestic/	
Business sites outside Japan	Sales locations	Rikevita Fine Chemical & Food Industry (Shanghai) Co., Ltd.; Rikevita Asia Co., Ltd.; Rikevita (Singapore) Pte Ltd; Rikevita (Thailand) Co., Ltd.; Rikevita Viet Nam Co., Ltd.; Rikevita (India) Private Limited; Riken Vitamin Europe GmbH; Riken Vitamin USA, Inc.
	Production facilities	Tianjin Rikevita Food Co., Ltd.; Rikevita (Malaysia) Sdn. Bhd.; Guymon Extracts Inc.
	▶ https://www.rikenvitamin.jp/en/corporate/overseas/	

ふえるわかめちゃん 発売 50 周年

In 2026, Fueru Wakame-chan celebrated its 50th anniversary. We will continue to contribute to your health and rich dietary life.



● **Riken Vitamin Corporate Information Website**
https://www.rikenvitamin.jp/en/

A comprehensive overview of Riken Vitamin's corporate activities, IR information, and sustainability information.

● **External Evaluations**

プラチナくるみん 子育てサポートしています

2021 Platinum Kurumin Certification
(Ministry of Health, Labor and Welfare)

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

2026 Certified Health & Productivity Management Organization
(Large enterprise category; White 500)
(Under a program by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi)

Introduction
Present and Future of Riken Vitamin
Value-Creating Strategy
Governance
Data
10-Year Financial and Non-Financial Summary
Share Information
▶ Corporate Data